

NOVEMBER 20, 1943



TWENTY CENTS

Sales Management

PAPER CAN BE—MUST BE—CONSERVED

THE WAR PRODUCTION BOARD'S FOREST PRODUCTS BUREAU has asked manufacturers, advertising agencies, publishers and all other users of paper to reduce paper consumption in all types of promotional and advertising matter. To date it is a request—not an order.

THE WPB ARGUES, quite rightly, that originators of ideas requiring paper for presentation can through careful planning present them in a manner which publicizes the visual messages effectively without using as much paper as might be considered desirable if there were no shortages. Wasteful and extravagant uses of paper and paper-board must be discontinued. In planning promotional matter the WPB recommends the lightest possible paper, reduction of margins to a minimum, cutting down paging and sizes, revising and curtailing mailing lists.

IN ENGLAND the stores have no bags or wrapping paper. Shoppers wrap their own or carry home the parcels unwrapped. Envelopes are used over and over again . . . It needn't happen here, but it might if we persist in wastefulness at a time when pulpwood is so scarce.

THE MAGAZINE OF MODERN MARKETING

It's a feather in your cap when you buy that Extra War Bond



First among fine whiskies

THREE FEATHERS *Very Special Reserve*

THREE FEATHERS BLENDED WHISKEY, 86 Proof, 60% cane products neutral spirits. Oldetyme Distillers, Incorporated, Aladdin, Pa.
ALL OUR DISTILLERIES ARE CONCENTRATING 100% ON THE PRODUCTION OF WAR ALCOHOL

Announcing THE NEW GRIT

SMALL TOWN

AMERICA'S GREATEST FAMILY WEEKLY

A new page size
... Beginning January 2nd issue



It's a long jump from the era of Ruffles and Bustles to the self-reliant, ardently patriotic American girl of today. * * * Small Town America—the kind of towns that GRIT has reached for more than six decades—has more than its proportionate share of these vigorous moderns—up and coming young men and women, and prosperous, hard working families.

This is a busy age—an industrial age. Habits are changing. GRIT again measures the trend accurately, anticipates the interests and desires of its more than half million circulation—and with the January 2nd issue will publish in five column tabloid size—geared from page to page for today's readers.

Dummy copies of the new GRIT are being mailed to agencies and advertisers. Watch for it—examine it. We believe that more than ever you'll agree that GRIT is a must on every well-rounded National schedule.

★

YOU CAN DO A MORE COMPLETE SELLING JOB WITH GRIT



GRIT PUBLISHING CO., WILLIAMSPORT, PA.

REPRESENTATIVES: OSBORN, SCOLARO, MEEKER & CO.—New York and Detroit
JOHN BUDD COMPANY—Chicago, Atlanta, Los Angeles, San Francisco, Seattle and Dallas

NOVEMBER 20. 1943

[1]

THE HUMAN SIDE



Miss Fix-er-upper

Marion Johnson, New York City, is a domestic relations consultant—of a new wartime variety. She pays no attention to husband-and-wife problems, less to mother-and-son situations. Her chief, her main, her only, interest is in providing harmony between a person's house and his or her personality, in promoting compatibility between a sofa that's too big and a chair that's too little.

One day Mrs. X, staring at her apartment, thinks to herself, "What a hole in the wall this place is! If I had the money, I'd throw out every piece of furniture."

But Mrs. X doesn't have the money and, as a result, she does one of three things: buys a few extra new things, which don't improve the place very much; continues to be desolate—or, she calls in Miss Johnson.

Marion Johnson's business is based on one premise: She contends that the fault of most ugly rooms lies not in the furniture, or even in the decorations—but in the arrangement of the furniture and how things are placed.

She used to be a rather exclusive interior decorator, specializing in helping Park Avenue ladies plan luscious Victorian rooms, startling and exciting modern rooms, or austere English apartments. But she found it dull.

"There's not much challenge," Miss Johnson says, "in this type of work, at least for me. I get a lot more of a kick out of shuffling around a few pieces of furniture for someone who hasn't the chance of buying anything she wants, than I do in tracking down an Early American bed for someone who can buy it just as easily herself."

Miss Johnson started her new business about three years ago. She printed about 500 brochures describing her idea, and distributed them herself, shoving them under the doors of people in her neighborhood. Results were astounding. Within three months she had more than 300 customers. Today she figures she's been a good fairy to about 2,500 families.

For a fee of five dollars, she'll come to your apartment, study it, make a few sketches, jot down a note or two. She'll ask you questions regarding your likes and dislikes in the room, which pieces of furniture you use the most, whether you're planning to redecorate at all, whether you're contemplating spending any additional money, or just want a rearrangement job.

After a few days have passed, during which time she's made several diagrams of your room, and has studied them, she calls again, armed with suggestions for improvement. Sometimes it's a case of making furniture look more livable, arranging it in "conversation" groups; other times, slight rearrangement will make more prominent the one outstanding attraction in the room; in still others, the new room plan will help to give the place a more colorful appearance.

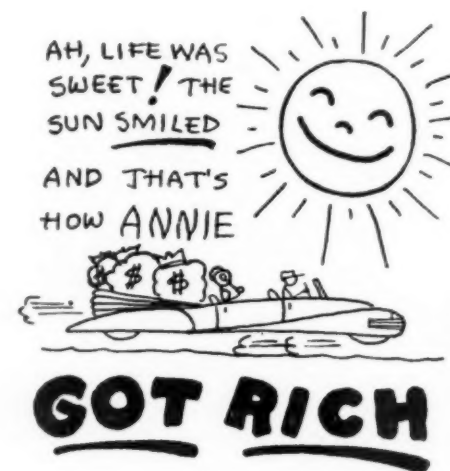
If the customer isn't satisfied the first time, Miss Johnson will keep on working on the problem, until everybody's happy. If the client wants to spend some money improving the apartment, Miss Johnson will make a list of suggestions for her to follow.

"You have to be a psychologist as well as a decorator in my business," Miss Johnson explains, "you have to realize that many a family quarrel can be started if Mr. X isn't as satisfied as Mrs. X, if he feels that he's being shoved around because his favorite chair is relegated to a dark corner. That's just one of the considerations I have to keep in mind."

The Saga of Apple Annie

A big, red, apple may not seem to have much connection with the whiskey shortage, but this month all Calvert Distillers Corp., New York City, salesmen and wholesaler-executives are using apples to tell an important merchandising story to hard-pressed retailers.

Each man received a mysterious box, containing a beautiful, luscious apple—and an explanatory booklet from the Calvert Sales Promotion Department.



It seems, according to the booklet, "How Apple Annie Got Rich (And What's That Got to Do with Liquor Profits)" that there was once a lady called Apple Annie who sold big, red, juicy apples for 5 cents each. The apples cost her 3 cents; her overhead (carfare, umbrella, etc.) cost 1 cent. So she made a 1-cent profit.

But Annie, as the booklet points out with gay illustrations, got wise to herself, and started to make apple pies, which she sold for 15 cents a slice. Then she got real wise, cut an apple into little pieces, added a bit of lettuce, celery and nuts, and had a "Waldorf" salad which sold for

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright November 20, 1943, by Sales Management Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1924, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, November 20, 1943. Volume 52, No. 24.

7 QUALITY NEWSPAPERS SERVING 7 QUALITY MARKETS

TEXAS *Quality* NEWSPAPERS

**7 POINT
GUARANTEED**

MERCHANDISING SERVICE



Promises of Merchandising Cooperation (as illustrated) mean something to The Texas QUALITY Newspapers listed below. You can bank on that. Actual performances by these Newspapers, collectively and individually, have received voluntary and unstinted praise from Advertisers. Yes, these Newspapers PROMISE MERCHANDISING COOPERATION (in keeping with schedules) and they KEEP their promises.

A STORY IN FIGURES

Combined Totals—All Seven Markets

Circulation, All 7 Newspapers	138,179
Population (Cities of Publication)	261,874
Trade Territory Population, all 7 Markets	1,158,684
Retail Sales (1942, Trade Territories)	\$315,658,000
Passenger Cars (Publication Counties Only)	73,891
Motor Trucks (Publication Counties Only)	14,501
Bank Deposits, June 30, 1942 (Publication Cities Only)	\$134,707,230
Defense Payrolls, Monthly (Military and Civilian; Publication Counties Only)	\$19,360,000

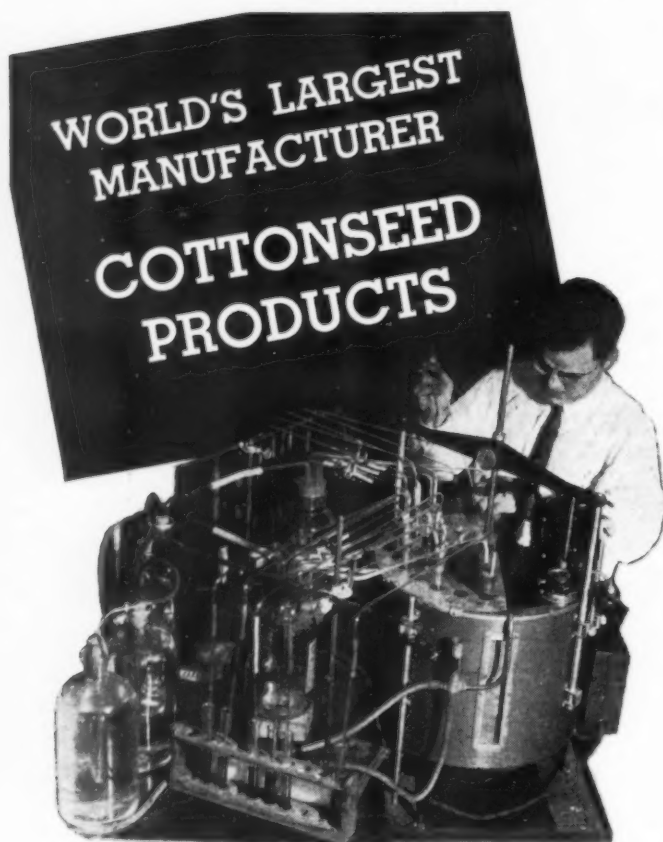


TEXAS *Quality* NEWSPAPERS

ABILENE	REPORTER-NEWS
BIG SPRING	HERALD
CORPUS CHRISTI	CALLER-TIMES
DENISON	HERALD
MARSHALL	NEWS MESSENGER
PARIS	NEWS
SAN ANGELO	STANDARD-TIMES

Represented by TEXAS DAILY PRESS LEAGUE, Incorporated

CHICAGO — 360 N. MICHIGAN AVE. NEW YORK — 60 E. 42ND ST. SAN FRANCISCO — 300 MONTGOMERY ST. DENVER — 711 BUS TERMINAL BLDG.
DALLAS (HDQS.) — 507 TEXAS BANK BLDG. ST. LOUIS — 915 OLIVE STREET LOS ANGELES — 541 CONSOLIDATED BLDG.



Memphis

Of all the miracles wrought by research chemistry, none has a story more fantastic than today's vast cottonseed industry with its infinite products! Cottonseed today ranks fourth in importance among all the grains and seeds produced on American farms, and Memphis is the world capitol of the cottonseed industry—largest producer and manufacturer. The cottonseed industry is another cornerstone of Memphis' stable, lasting prosperity—guarantee of permanent sales gains. And every advertising schedule should include the Memphis Press-Scimitar—one of America's finest evening papers.

TODAY ALL OF THESE ARE MADE FROM COTTONSEED

Plastics	Bookbinding
Cooking Oil	Washing Powder
Salad Oil	Candlewicks
Cellophane	Lacquers
Soap	Tooth Brushes
Auto Accessories	Mattresses
Linoleums	Upholstery
Artificial Leather	Waterproofing
Phonograph Records	Radio Sets
Artificial Silk	Celluloid

MEMPHIS PRESS-SCIMITAR

25 cents. Profits went up, and then Apple Annie got rich.

But there is a moral to the story. It is that taverns and bars can make extra profits by selling mixed drinks. Because the public will gladly pay an extra 10 cents for a Manhattan or a whiskey sour, an extra profit of 7 cents per drink (equal to \$21 a case) can be made.

So Calvert salesmen are not going to eat their big juicy apples. They are going to carry them with them to show to licensees when they tell about the big Calvert Reserve mixed drinks promotion now being planned, and featuring an extensive advertising campaign in more than 50 cities.

Greetings from Gruen

Last spring, men and women of our armed forces in Alaska, Australia, England and way points picked up newspapers there and read Easter greetings from Gruen.

The service people found it good to read anything in foreign newspapers which reminded them of good old U.S.A. Gruen Watch Co., Cincinnati, received a lot of letters of thanks, many of them signed by two to six soldiers. Some of them inquired as to the state of affairs here—with specific reference to the National and American leagues. The Gruen people told them where the Cardinals, Dodgers and Reds stood at the moment, and even ventured to answer the question, "Did it look like the Yankees would win the pennant again?"

The Easter insertion was the first ad ever transmitted by Airgraph, the British equivalent of V-mail. The layout was radioed from New York to London and then sent by

★
A
Very
Merry
Christmas
and best wishes for

A Victorious New Year

to America's fighting men and women

no matter where you may happen to be ★ ★

FROM
THE
FOLKS
BACK
HOME



Many holiday
hopes hang on this
Gruen Xmas tree.

Airgraph for insertion in the newspapers in India.

Pleased with the Easter response, said Benjamin S. Katz, Gruen president, the company has scheduled 44 newspapers in 17 places for a Christmas greeting ad. It consists only of type, set up to form the silhouette of a Christmas tree, and is being scheduled, through the various offices of McCann-Erickson, Inc., Gruen's agency, in Alaska, the Bahamas, Barbados, Bermuda, Hawaii, Jamaica, Newfoundland, Panama, Puerto Rico, Trinidad, England, Ulster, India, Egypt, Australia and New Zealand.

The schedule is flexible. Perhaps Rome, and Berlin, will be added.

SALES MANAGEMENT

ANNOUNCING

SECOND ANNUAL BUSINESS PAPER ADVERTISING COMPETITION

A. B. P. CONTEST Open For Best Use of Business Paper Advertising in 1943

Advertisers, Agencies and Publishers May Submit Entries

Contest Closes January 31, 1944

This competition, initiated last year by Chicago Business Paper Publishers, enables A.B.P. to pay its respects to those advertising men who the judges decide have made the most effective use of business paper advertising in 1943.

Ever since A.B.P. started its Tell All campaign in 1939, we have watched with great interest the advertising appearing in member publications. It is particularly gratifying to note the decided increase in helpful, informative copy addressed to business paper readers. The reason we prepared such books as "Tell All," "A Guide to Effective War-Time Advertising," and "How You Can Help Your Retailers Solve Their War-Time Problems," was to help advertising men make the most effective use of the space they buy. Today, with the critical shortage of paper, it is more important than ever that each advertisement be given an adequate and specific job to do and that the copy tell all that the reader must know for the ad to accomplish its objective. If you would like to see examples of how some industrial and consumer-goods manufacturers are advertising in wartime, and have not as yet received a copy of the "Guide" or the "Retailer" book, check the coupon below.

CONDITIONS OF THE COMPETITION

The Following Rules Will Govern the Award for the Most Effective Use of
Business Paper Advertising in 1943

1 The award is to be given annually to the advertiser who, in the opinion of the judges, makes the most effective use of his advertising in business papers by means of adequately informative copy, pertinent illustration, and efficient use of the space.

2 Entries, to be based on campaigns run in 1943, must be submitted not later than January 31, 1944.

Campaigns may be submitted direct by advertisers, their advertising agencies, or by publishers.

Entries should be confined to those business papers listed in the Business Paper Section of Standard Rate & Data, and covering the following broad classifications:

Industrial Papers: Business publications covering all lines of manufacture.

Institutional Papers: Business publications covering hospitals, schools, hotels, etc.

Merchandising Papers: Business publications covering all lines of distribution of merchandise for resale, through dealers, jobbers, etc.

Professional Papers: Business publications covering all professions; architectural, legal, medical, etc.

Keep your entries simple. No extra credit or consideration given to elaborate presentations. Entries may be submitted bound in tear sheet or proof form and, if mounted, margins should not exceed one inch all around.

Each campaign must be accompanied by a brief statement on advertiser's or agency's letterhead, giving:

- (1) OBJECTIVE OF CAMPAIGN.
- (2) RESULTS OBTAINED.
- (3) LIST OF PUBLICATIONS USED.

3 Presentation of the award will take place some time during the month of March, 1944. The award will consist of an original design by an artist of standing and will be executed in plastic or other non-critical material.

4 The judges, who are leading advertising managers and agency men especially qualified by knowledge and experience to pass on the merits of advertising campaigns in the business paper field, are authorized, in addition to making the major award, to issue certificates of merit to such other entries as they deem particularly worthy.

JUDGES

ELON BORTON, Adv. Mgr.
LaSalle Extension University
JOHN E. ERICKSON, Vice-Pres.
The Caples Company
KEITH J. EVANS, Adv. Mgr.
Joseph T. Ryerson-Inland
Steel Co.
J. W. FLEISCH, Adv. Mgr.
A. Stein & Company
OAKLEIGH R. FRENCH, Pres.
Oakleigh R. French & Associates
FRED I. LACKENS, Adv. Mgr.
Hays Corporation
HOMER MCKEE, Acct. Exec.
Roche, Williams & Cunyngnam

Entries should be sent to:

A.B.P. ADVERTISING CONTEST
The Associated Business Papers



205 EAST 42ND STREET

NEW YORK 17, NEW YORK



Contest Closes January 31, 1944

THE ASSOCIATED BUSINESS PAPERS

Dept. 48, 205 E. 42nd St., New York 17, N. Y.

Please send my FREE Advertising Aids
checked below:

☐ "A Guide to
Effective
War-Time
Advertising"

☐ "How You Can
Help Your Re-
tailers Solve
Their War-Time
Problems"

Name _____

Company _____

Street _____

City & State _____

Sales Management

VOL. 52, NO. 24 NOVEMBER 20, 1943

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New York City

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Published by Sales Management, Inc., RAYMOND BILL, President; PHILIP SALISBURY, General Manager; M. V. REED, Advertising Manager; C. E. LOVEJOY, JR., Vice-President and Western Manager; R. E. SMALLWOOD, Vice-Presidents; W. E. DUNSEY, Vice-President; EDWARD LYMAN BILL, Treasurer. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y., U. S. A. Telephone MOhawK 4-1760; Chicago 1, 333 North Michigan Avenue. Telephone State 1266. Santa Barbara, California, 15 East de la Guerra. Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price, \$4.00 a year. Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulations, Associated Business Papers.

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the period ending November 20, 1943

Income vs. Cost of Living

THE NATIONAL BUREAU OF ECONOMIC RESEARCH has authored a study called, "Prices in a War Economy." It reaches the following conclusions: (1) Wage earners in manufacturing industries have registered the greatest relative gains since the pre-war period. Since 1939 employment in terms of man-hours has expanded by about 113%, the average purchasing power of one man-hour of labor has risen by 19% and the aggregate purchasing power of labor has expanded by more than 150%. (2) Farmers this summer were receiving 107% more for their products than in 1939. Prices they have to pay have risen only 39% and the aggregate purchasing power of farmers in terms of goods and services has increased 63%.

"Anything Can Happen"

LEON HENDERSON of the Research Institute of America, Inc., pointed out the other day that Lord Halifax was not shooting off hot air when he said, "Anything can happen." Military procurement plans are geared to a long war, but it would surprise nobody if the German militarists should throw in the sponge long before they were knocked out.

Henderson and Cherne, at a press conference a fortnight ago called to explain a new Research Institute study which every sales manager should have, called, "Your Business After War," made the point that no matter how unlikely the actual event, your planning should prepare you for a quick ending of the war. A test question is: "Where would you be if Germany surrendered tomorrow?" In the time-table which they have prepared for coordinating the post-war planning of their clients, they figure on the defeat of Germany by the end of the 1944 summer, and the defeat of Japan not later than February, 1946. They differ from the optimists in looking for a deflationary period during the next 3 years, with a maximum of unemployment running as high as 15 millions in the spring of 1946, but with boom business following.

They see a longer reconversion period than has been generally estimated, with millions of war workers and returning soldiers unemployed; they think that despite the high level of individual savings and pent-up consumer needs the savings will not be used to fill those needs so long as people are out of jobs or afraid of losing their jobs; neither demand nor materials for civilian needs can quickly enough take up the slack starting next year when the military orders will be severely cut back.

They could be entirely wrong about what is going to happen—but still right in urging their clients to be prepared for the worst. They could be right about the national economy as a whole—but wrong so far as an individual business is concerned.

After all, individual businesses have flourished and expanded in spite of a tight national atmosphere. Cornering a maximum portion of all possible markets becomes

even more vital to continued business existence when you expect the general atmosphere to be bleak.

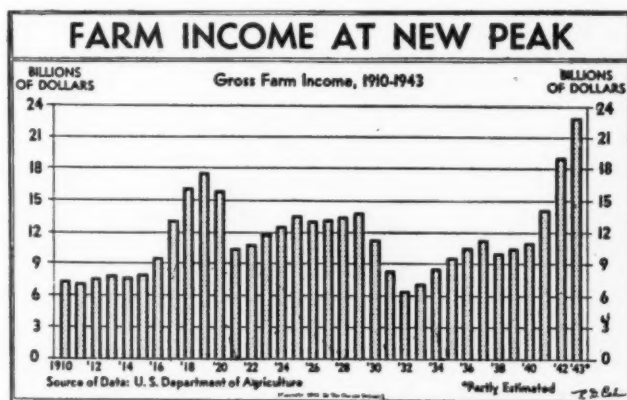
It is certainly a time when your post-war plans should be practical and ready to be thrown into operation. If you are absolutely sure that you have the right answer to the question, "Where would you be if Germany surrendered tomorrow?" then you have little to worry about over the immediate present. Those who cannot answer it are in a spot.

The Unruly Public

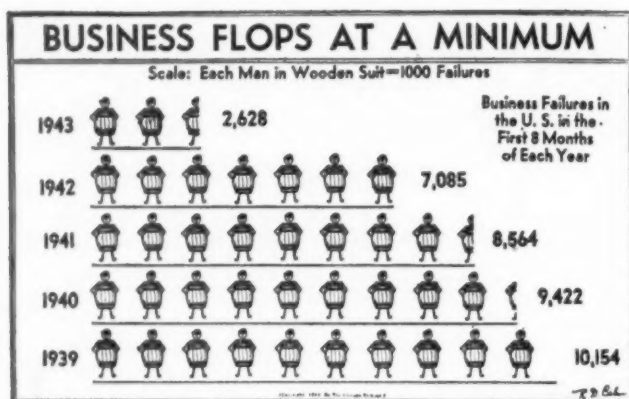
THE WITHHOLDING TAX had among several objectives the discouragement of luxury purchases. It has worked out in just the opposite way. For the first nine months of the year jewelry stores show greater gains over last year than any other retail group, and since July 1, when the withholding tax became effective, the gains for jewelry stores and florists have exceeded any other group except women's ready-to-wear. Currently the jewelry store index stands at 313 (1935-1939=100) while the index for all retail stores is 164.

Today in Washington there is a general trend among the war agencies to put emphasis on encouraging production of staple and lower-priced lines and discouraging the production of luxury and quality lines. OPA and the Office of Civilian Requirements are working in close partnership to curb any trend toward a manufacturer's production being diverted to higher-priced lines. It is reported that price increases will be allowed on lower-priced lines as an incentive to production, and OCR has persuaded WPB to give high priority ratings to manufacturers of low-priced goods.

Among commodities which are rationed, the point system is operating as a gigantic sampling campaign for the higher-priced quality lines. Many of these trial users will revert to pre-war buying habits eventually, but some



The farmer not only has a higher gross than ever before, but his expenses have not increased anywhere near as rapidly as his prices and his marketings. He and the factory worker are better off than other groups. See "Income vs. Cost of Living" on this page.



Contrary to predictions widely expressed two years ago, the small retailer has more than held his own. Mortality has run at lower than a normal rate, and business failures for the first eight months were ridiculously small. See "The Small Retailer" on this page.

carry-over undoubtedly will remain. Incidentally, the Nielsen studies show that the best gains for most of the rationed foods have come in previously low per-capita consuming areas, contrasting with smaller-than-average gains in previously high per-capita sections.

The Small Retailer

HOWARD E. BLOOD of Detroit, president of Norge Division of Borg-Warner Corporation, told the Chicago Federated Advertising Club the other day that he sees a trend after the war toward larger average size of retail stores. He may be right—but the trend since war started has been in just the opposite direction.

Nearly everyone was predicting two years ago that the small business man was going to be one of the casualties of the war, and many sales managers and their men have concentrated their attentions on a few large customers, leaving the medium-sized and small guys to worry along as best they could.

In the case of many, this concentration on the large outlets has been forced by travel difficulties, but this is more an explanation than an excuse because the small stores can be worked by a mail order department, by advertising in retail business papers, by joining selling caravans, by more complete cooperation with wholesalers.

There is a pictograph in this issue which may have a bearing on the number of small businesses after the war. It is the opening pictograph, which describes a survey among the workers in Servel's Evansville, Ind., plant. Highly significant, to our way of thinking, is the fact that half again as many people want to be self-employed after the war than were self-employed before they went into factory work. Reports from the battle zones indicate that a very high percentage of soldiers want to be working for themselves after the war is over. We think it would be a mistake to sell the small guy short.

A Commission "Breather"

THE MORE YOUR SALESMEN MAKE THIS YEAR—the more they will be allowed to make in 1944. That seems to be a valid conclusion to draw from the latest rulings of the Treasury Department. You will remember that salesmen's commissions were first frozen under date of September 4 by Treasury Department ruling 5295, then

the ruling was amended so that commissions for September and October could be paid as earned, providing that the rate of commission and the amount of any other compensation had not been increased since October 2, 1942—and now by a further amendment of the ruling, the months of November and December are also exempted.

As the ruling now stands, if you are applying your old commission rate and you have not raised your salesman's salary, the Treasury will not interfere, even if the salesman earns considerably more income as a result of his increased sales. The amended ruling does not, however, apply to over-riding commissions.

This is only a "breather" until the end of 1943, and the Treasury has not indicated that it is giving up its idea of clapping a lid on increases resulting from commission payments. What will happen next year is by no means certain, but Washington advice which usually is well informed makes the guess that 1943 probably will be used as the base for a commission ceiling.

If 1943 is to be the base period, the salesmen still have an opportunity to step up their own individual ceilings, and increased activity on their part *now* will make possible increased commissions next year. If your business is of the kind which can stand expansion during the balance of the year, then make this clear to the men—that every day during the balance of the year is tremendously important to them.

Significant Shorts

Bonds to Insure Post-War Delivery: General Electric has announced a reservation plan for the purchase of post-war radio broadcasting equipment, whereby War Bonds must be deposited with the company to gain a priority position for equipment. The broadcaster does not have to sign a contract now, but the order can be placed at any time up to 90 days following the date when the production and sale of commercial transmitters is authorized. The bonds remain the property of the broadcaster as well as all income from them and will be returned when a contract is signed or at any time the broadcaster wishes to withdraw from the plan. In the latter case he would lose his priority position for equipment. The maturity value of bonds to be deposited varies with different sizes of equipment—such as \$3,500 worth for a 50-kilowatt unit.

Tires Are Short: For the first time in history, the tire industry has issued a joint public statement: *tires simply must be conserved* and made to last longer or we will have a breakdown in transportation which will slow up the war effort. Our national stockpile of usable passenger car tires of every description was reduced from 14,400,000 on January 1, 1943, to 5,250,000 on October 1 of this year. *Be sure to make your salesmen understand the seriousness of this situation.*

And Paper Is Short Too: We overheard a grocery manufacturer at the GMA convention last week say to a publisher, "I thought you were kidding when you talked about the paper shortage. Now I know you were right because we can't get the cartons we need." We also heard of a millinery manufacturer who was unable to buy the cartons he needed, but finally solved the problem by picking up a job lot of beer cartons which had been ordered by a now-defunct brewery!

PHILIP SALISBURY

SALES MANAGEMENT

NEWS REEL



CROSSLAND

H. A. Crossland has been appointed sales manager, Receiver Division, the General Electric Company's Electronics Department. Mr. Crossland has been in charge of certain military radio contracts for the electronics department since June, 1942.



SPOONER

John Alden Spooner has been made vice-president in charge of advertising and retail sales promotion, Textron, Inc., New York City. Mr. Spooner formerly was director of sales promotion and advertising, American Viscose Corp., New York.



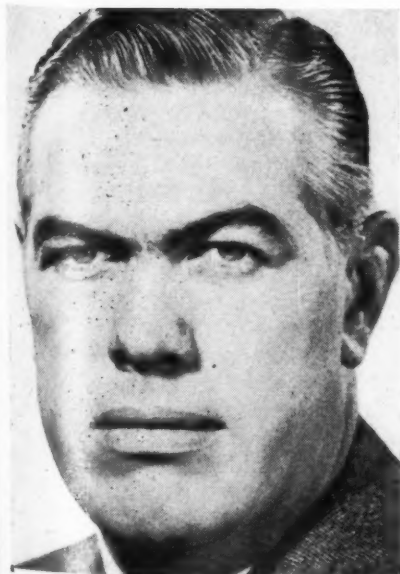
BRADY

Michael N. Brady has been elected vice-president in charge of sales, National Enameling and Stamping Co., Milwaukee. Mr. Brady formerly was associated with the United States Rubber Co., as sales manager, Central Division in Detroit.



CURTIS

Francis J. Curtis has been elected a vice-president of Monsanto Chemical Co., St. Louis. Mr. Curtis will have charge of Monsanto's long-range program: development here and abroad, including general research and general sales development.



QUISENBERRY

Paul J. Quisenberry, grocery sales promotion executive, has joined the staff of Harold A. Stoltz & Associates, Cleveland, national representatives for several grocery manufacturers. He will have charge of sales promotion and advertising.

S. D. Camper has been named southeastern regional manager, Commercial Division, The Crosley Corp., Cincinnati. Prior to joining Crosley, Mr. Camper was associated with the Kelvinator Corp., Detroit, Mich., as district manager for eight years.

*Mr. Spooner's photo
by Fabian Bachrach*



CAMPER



Every Saturday morning somewhere in the Middle West there is a ceremony like this, during which a Skelly "S" is presented to a farmer for Superior Achievement in Agriculture. Andrew Bass, Jr., Columbia, Mo., shown at the right, is the proud winner. The others, left to right, are Mrs. Mary D. Bass, mother of the winner; W. W. Fuqua, Missouri Farmers' Union; T. A. Ewing, Boone County farm agent; Dean M. F. Miller, University of Missouri. All Skelly "S" ceremonies are broadcast over 24 radio stations of the NBC Network. Winners to date are farmers who operate tracts of land ranging from slightly more than a quarter of an acre to more than 12,000 acres. They have been chosen from twelve different states.

Merit Awards to Farmers: Skelly's Institutional Four-Star Hit

Fighters get medals, factories get Army-Navy "E's." Why not some recognition for the farmer? Skelly's answer is a weekly award for outstanding achievement. It hooks up with a radio program, "Skelly Morning Newspaper of the Air," which is reliably estimated to have an audience of over two million listeners.

BY LESTER B. COLBY

W G. SKELLY, president, Skelly Oil Co., Tulsa, Okla., since the first of the year has been presenting each week a "Skelly Award for Superior Achievement in Agriculture" to some outstanding farmer or farm family. It came about this way: Soon after American industry hit its stride in the battle of production, Mr. Skelly noticed blue and white Army-Navy "E" pennants fluttering over factories engaged in war production. He believed it proper that management and employees doing outstanding jobs should be given recognition.

"But what about those farmers and farm families," he asked himself, "who are making outstanding contributions to America's battle for food production? Why shouldn't they be cited for distinguished service to their country, too?"

Since no one else at that time was giving recognition to them, Mr. Skelly decided to do it himself, insofar as one person could. That is how the Skelly award came into being.

Every week, starting with January 1, 1943, a Skelly "S" has been given to some farm man, woman, boy, girl, or family group in the Middle West,

whose accomplishments, after careful investigation, have been found to be outstanding. Each Saturday morning at 7 o'clock the "ceremonies" are broadcast over 24 radio stations of NBC, covering the 12 principal states lying in the great bread-basket of the Central West.

The winner is not asked to send in coupons, bottle tops or package covers; he doesn't even have to be a user of Skelly oil or gas. When the committee that makes the selection was organized Mr. Skelly issued one order:

"Let no factors or considerations influence your judgment except these: Do your best in the selection of each week's winner to be as impartial and fair in all respects as is humanly possible. Do your best to select winners who are making outstanding contributions to food production and whose community attitude is cooperative and helpful. Since it is impossible to give the award to all who deserve it, do your best to select winners typical of the thousands of others who are equally deserving."

Lloyd Burlingham, secretary of the Agricultural Publishers Association, Chicago, was chosen as chairman of the committee. He is one of the country's outstanding authorities on farmers and farm problems. He is considered an expert on all phases of agriculture and food production. That was the exact reason why he was sought out to head the awards committee.

Other members assisting Mr. Burlingham are H. H. Kildee, dean, Iowa State College; R. C. Pollock, general manager, National Live Stock and Meat Board, Chicago; B. C. Heide, manager, International Livestock Exposition, Chicago; F. G. King, Purdue University Agricultural Experiment Station; W. L. Blizzard, dean, Oklahoma A. & M. College; Guy L. Noble, managing director, National Committee on Boys and Girls Club Work, and Hobart Creighton, of Creighton Brothers, outstanding poultry industry leader.

How Candidates Are Selected

Candidates are developed from many sources. Members of the committee read all farm papers carefully for stories of outstanding farm producers. College professors and high school agricultural teachers make suggestions. County farm agents are on the watch; bankers sometimes write in. Also local merchants. Sometimes a neighbor mails in the tip-off. Where the information comes from, doesn't matter.

After the suggestion is made the committee goes to work. Mr. Burlingham carries the brunt of the load. He writes, wires, telephones, or makes a personal visit to the neighborhood. What the community thinks of the candidate is of considerable importance. Before anyone can win he must have a record of community service and must be respected by his neighbors, in addition to being an outstanding producer of food-stuffs to help win the war. No flash-in-the-pan has ever won an award. The long-haul record—what has been done over a period of years—is considered of vital importance.

Each winner is given a \$100 War Bond, a pennant and flagstaff, a framed certificate, and a gold and enameled lapel pin. The presentation is preceded usually with a breakfast, generally held in a hotel or restaurant in some nearby town or village, though occasionally on the farm itself. Guests may include the mayor, town officials, the county farm agent, high school agricultural teachers, the head of the agricultural department of some nearby college, the local Skelly dealer

and his salesman or division manager, local pastors, and close friends or relatives of the winner or winners.

When war clouds began to darken the horizon, Mr. Skelly conceived the idea that the Skelly Oil Co. could render an important service to all the people in the Skelly territory, and to farmers in particular, with an *early morning* news program, Monday through Friday, at 7 o'clock. It was his thought that such a program should be more than "just another news broadcast." He was of the opinion that it should be the first network news analysis of each day, bringing the latest Associated Press news of the world to this vast potential audience with analysis and comment by famous reporters. Network clearances were worked out and the program went on the air about a year before Pearl Harbor. Alex Drier, former NBC correspondent in Berlin and the last to leave Germany before the war, is currently serving in this capacity.

When Mr. Skelly's plan for rewarding farmers for superior achievement became a reality, the "Skelly Morning Newspaper of the Air" had built a listening audience that far exceeded the hoped-for potential. The program was extended through Saturday—the Saturday morning segment climaxing each week's broadcast with the presentation of the award.

Let's see how all this has grasped the minds of the rural public, farmers and people living in small towns alike. An investigation was recently conducted, employing all the modern accepted methods of research, to determine what kind of audience the program enjoyed. Here is a summary of the highlights as reported:

1. In the entire Skelly territory

there are a total of 6,778,733 radio homes. These figures are from the National Association of Broadcasters.

2. Forty per cent of these are turned on at 7 o'clock each morning of an average day.

3. Fifty-seven and three-tenths of all radio sets turned on at this hour are tuned to the Skelly program.

4. These are not necessarily all daily listeners, but people who may listen anywhere from every day to once a week. In order to find out how consistently these people listened to the Skelly program, a sample of them was interviewed. The finding: 60% listened every day regularly. Mathematically, that gives 922,415 daily listeners, Monday through Saturday.

5. Projected further, taking an average of 2.24 persons listening in the average home, which is the accepted rule for measurement, that means 2,066,210 regular listeners.

6. That's a high rating for listeners to any radio program.

A Few Case Histories

Admitting that the weekly award is the "something that has been added" that especially grips the interest of this vast army of listeners and goes a long way in holding them, let's see what type of award winners come to the top in the winnowing process.

Winners selected to date are farmers who operate tracts of land ranging from slightly more than a quarter of an acre to more than 12,000 acres. They've been picked from 12 different states. Some till rich black lands; some till poor, thin soil which has been built up by hard work. Here are brief summaries of the cases of a few of the winners of the Skelly award:



W. G. Skelly, president of the Skelly Oil Co. He was the originator of the Skelly "S" Award for Superior Achievement in Agriculture.

Mr. and Mrs. Carl Ropp, Genesee, Ill.—An accident orphaned the six children, boys and girls, of a neighbor of the Ropp family. The eldest was 19 years old; the youngest, 9. The family lived on a rented farm. Relatives suggested distributing the children among orphanages. Mr. Ropp disagreed. He became legal guardian of the family. Life insurance paid to the children on the death of their parents was invested in War Bonds. Mr. Ropp supervised their farm work, getting up as early as 4:30 o'clock in the morning to do his own work and to help them. He loaned his farm machinery to them.

The result was that these children raised 260 acres of corn, 110 acres of oats and 33 of wheat. Their livestock shipments topped the Chicago market five times. They can some 300 quarts of fruit each year. They earned, net, \$5,500 in a single year.

Mr. Ropp also operates his own 600 acres. Last year he raised 200 acres of corn, 169 acres of soy beans, 30 acres of wheat. He milks 20 cows, has 78 head of feeding cattle, 60 feeder hogs, 15 brood sows and 20 sheep. He raises, in season, 450 to 500 chickens, around 100 ducks and 20 or more turkeys. Both Mr. and Mrs. Ropp are active in church and general welfare work.

Carl and Louise Riotte, Ardmore, Okla.—Carl Riotte works 12 hours a day in a war plant. They live on a bit of land, 90-foot front, 160 feet deep, but only 50 feet wide at the back, approximately a quarter of an acre. Buildings include a 5-room house, garage, poultry house and starter house for chicks, and a goat stable. They also have 18 rabbit hutches. But here are some of the other things they have:

A vegetable garden, berry patch, grape arbor and 16 fruit trees; 58 laying hens which produce more than 1,000 eggs a month, many of which are sold at a premium for hatching. Their New Zealand and Angora rabbits sell for from \$6 to \$7.50 a pair at eight weeks and usually are contracted for before birth. Saanen milk goats supply the household needs and milk is sold. As early crops ripen, the Riottes prepare the soil again and replant. They have plentiful quantities of fresh and canned fruits and vegetables.

Kenneth Kline, Miller, Kans.—Mr. Kline operates a 4,300-acre ranch; has done so for 23 years. His food production includes feeding 5,700 cattle; fattening 1,750 hogs; raising 900 spring pigs and farrowing 165 sows. He has 358 acres of corn, 400 acres of small grains, 290 acres of alfalfa, 188

acres of silage crops, 50 acres of soy beans. He baled this year 1,000 tons of prairie hay and 800 tons of alfalfa. Permanent silos store 2,000 tons, and he also uses trench silos, one holding 2,500 tons.

Mr. Kline is president of the Admire State Bank, chairman of the USO, Red Cross and Infantile Paralysis drives; member of the local grade and high school boards of education and is active in church work. Mrs. Kline gives much of her time to the church, the PTA, the USO, the Red Cross and the 4-H Club.

Tracey Hunsecker, Jr., Broken Arrow, Okla.—Four years ago, when still in school, Tracey, a town-raised boy, made a deal with his father to run his 360-acre farm which was rented and a money-loser. In his first three years he raised and marketed 33,900 pounds of beef; 9,000 pounds of pork; 930 pounds of chickens and turkeys; 55 bales of cotton. He also raised 18 acres of sorgho and 25 acres of alfalfa.

This year Mr. Hunsecker is upping his production to 20,000 pounds of beef; 8,500 pounds of pork; 600 broilers and 750 turkeys. At first it took 7.4 acres to carry a beef animal. Now his pastures are so improved that the job is done with 2.3 acres. At the National Future Farmers meeting in Kansas City a year ago the records of 111,000 boys in 12 states were studied to select a "Star Farmer" for southern regions and he was the winner.

Myron F. Mommsen, Rice Lake, Wis.—This young man owns 160 acres and rents 80 more. This year he is turning out 20,000 bushels of potatoes, 40,000 bushels of rutabagas and 5,000 bushels of miscellaneous truck crops. That's 65,000 bushels of food. He has installed his own system of irrigation and has produced 600 bushels of potatoes on one acre.

Mr. Mommsen is a member of the Farmers' Union, and of the Rotary Club, is active in church work, and helps in various types of community work. He finds time to aid his neighbors with their problems of crop management, disease control and planting.

Hubert Bielejeski, Holdingford, Minn.—He operates his widowed mother's 40 acres which carries eight Holstein cows from which he bottles and retails the milk. From one and a third acres of strawberries he marketed 7,500 quarts in a season. He raised 15 different crops on 11 acres. His receipts for 1942 were \$2,886.35 gross, with a net, after expenses, of \$1,284.79. Buying 600 baby chicks,

he raised 540 to maturity. He built a root cellar, 14x48 feet.

In his final year as a member of the 4-H Club Mr. Bielejeski served as president. As a club member, he won the national championship for home beautification.

The foregoing are examples, selected almost at random, of the type of farm people discovered in various parts of the Central West by the Skelly committee. Each of the winners, and there are 52 of them during the year, has a story of outstanding success and profit from work with the soil.

Commercials Cut to Minimum

Lloyd Burlingham, who acts as broadcaster on each program, told a writer for SM:

"The only complaint I've ever had from Mr. Skelly is that I give too much time to commercials. He wants me to reduce them to a minimum. He asks that more time be given, always, to such movements as Victory Gardens, Conservation Tips, Save-Your-Fats, Price Stabilization, War Bond drives and to things that will interest women in war work.

"He insists that we never ask a candidate if he is a user of Skelly products. We must not try to impress the public that the Skelly company is doing anything of outstanding importance. We must do the job merely as a contribution to the Nation and to the war. All that makes the job very easy, very simple and very pleasing."

According to Henri, Hurst & McDonald, Inc., Skelly's advertising agency, this non-commercial attitude enabled the plan to achieve a new high in what is commonly referred to as institutional advertising. That belief on the part of the agency is supported by the fact that upwards of 900,000 radios are tuned in on the Skelly Morning Newspaper of the Air for fifteen minutes six days each week. That means that an enormously large good-will job is being done.

The Skelly Oil Co. concentrates its market in the states where the broadcasts are heard. Farms in the area are generally equipped with tractors. Many farmers have trucks. Practically all own automobiles. The farm market makes up a large part of the company's business. So draw your own deductions!

The story of the Skelly Award program is so highly thought of that it has been read into the *Congressional Record* at least once. Ross Rizley, member of the House of Representatives from Oklahoma, was so impressed with the work being done that he personally put it in the *Record*.

SM thanks Servel, Inc., for this photograph, and expresses appreciation to Lurelle Guild for his permission to reproduce the photographs on the following two pages.



Three Servel post-war planners work with actual models. Left to right: Dr. W. R. Hainsworth, vice-president in charge of engineering; Mr. Guild, consulting designer and Dr. R. S. Taylor, chief engineer.

The Shape of Things to Come

Relax. You won't feel like Alice in Wonderland in the post-war world. In fact, you'll continue to eat three meals a day, sleep in a house, and wear clothes. But on the other hand, don't give up the dream of a streamlined miracle on wheels, of tomorrow's super-house, of gadgets that will do everything for you, short of living.

Based on an interview by R. C. Fyne with
LURELLE GUILD
Industrial Designer

TODAY'S industrial designer is taking his cue from a fellow artist, the strip teaser. "Let's strip all of the non-essentials and get down to bare facts," is the essence of his post-war thinking and planning.

There are no busier people in the country today than the 20 or 25 top product-designers. These are the men who've dreamed everything from the streamlined trains you ride in, to the house in which you live, to mama's super-duper washing machine, to the baby carriage in which Junior takes his daily dozen, to all the gadgets which make life interesting, like cigarette lighters, pull-out match boxes, shock-proof, shatter-proof watches, and what have you. And these are the men who are going to give you a television set in "every pot," a house of

plastic plywood and glass, a stove which will do everything but buy the food, a dish-washer which will make hen-pecked Harry as out of date as the horse and buggy, air conditioning units which during the hottest, steamiest summer day will enable you to walk around singing, "Oh What a Beautiful Morning."

These are not the men of voodooism, of black magic, of witchcraft. These are the men of science, of engineering, of research.

There are few products which Lurelle Guild, New York City, hasn't designed or re-designed. More than a thousand, from clocks and thermometers to air conditioning units and deluxe trains, are to his credit. Included are tableware, lighting fixtures, electrical appliances, aluminum giftware, radios, clocks, stoves, and even

railroad stations and roadside gas stands.

A list of his clients reads like a "Who's Who" in American industry. There are such companies as Sylvania Electric Products, Inc., for lighting fixtures, Pressed Steel Car Co., Inc., for railroad cars, Ingersoll-Waterbury Co. for clocks, Johns-Manville Corp. for building materials, Mohawk Carpet Mills, Inc., for carpets and rugs, Underwood-Elliott Fisher Co. for typewriters, Weston Electrical Instrument Corp. for thermometers, Kensington, Inc., for lasting, beautiful aluminum ware, the New Haven Railroad, Electrolux, Inc., Aluminum Co. of America, and International Silver Co.

Mr. Guild has certain strong convictions about designers. One of these is the belief that industrial design is a business as well as an art. One of his strongest convictions is that an industrial designer should really design. "What," he asks, "would you think if you went to a famous surgeon and he turned you over to his assistant for both the diagnosis and the operation?"

"I don't believe," Mr. Guild goes on to explain, "in bedroom designers who create attractive but often impractical designs, or in men who build great reputations as designers and become merely contact and idea men, leaving actual work to the office staff.

I believe in rolling up my sleeves and going to work.

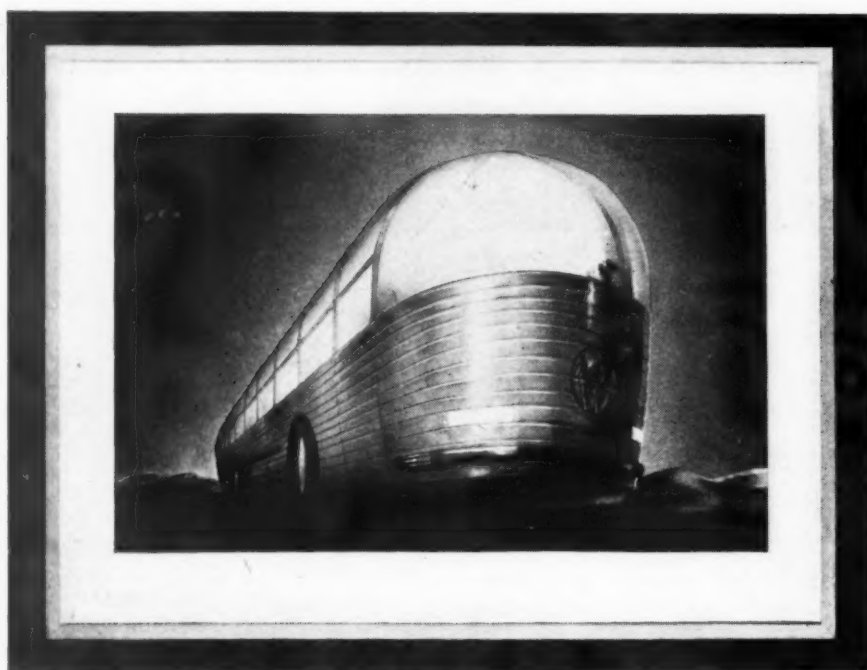
"My job today is the same as it was yesterday, as it will be tomorrow—to help to develop new and improved products which will appeal to the consumer not only on the basis of eye-appeal, but price-appeal as well, to help to develop new and improved products which the manufacturer will be able to produce at lower cost per unit, which will yield a fair profit, and which will sell; to help to design new and improved products which will be successful enough to allow me to maintain my stock-in-trade, my reputation.

"Of one thing you can be certain," Mr. Guild goes on to explain, "You're not going to wake up the morning

as obsolete as grandma's rocker. Life itself will become simpler as many of the chores of housekeeping and business management are taken over by competent machines.

"Let's look at just a few of the things of the future:

"Trucks and busses of the post-war era will bear as little resemblance to present-day vehicles as the latter do to the cumbersome, slow-moving vehicles with which the motor transportation industry made its start at the turn of the century. Practically every factor—technological and political—entering into the design of motorized vehicles is today undergoing change, and that is certain to have a profound influence on post-war design.



Farewell to the weary bus traveler. This new bus will make you feel almost as though you had wings. The days of bumps are fading into the past. For here is the bus of the future—an inter-city bus, that even Gabriel would covet as a chariot, with extruded aluminum sides for eye appeal and low maintenance cost.

after the armistice is signed to a new and different world. A man is still going to want a house to live in, food to eat, and clothes to wear, and these three elements will continue to be the basis not only of product engineering and design, but of business as a whole.

"Certainly, in the post-war years, there are going to be new and different things, however. You're going to see new appliances, new materials, new-type automobiles, trucks and trains. Air conditioning and television may not turn out to be the pass-words of the century, but they're going to play an important part.

"Simplicity will keynote post-war design. The extra gadgets, the unnecessary wires and cords, the unneeded trimmings are going to become

"Fuels, for example. Only a short time ago, a few months at most, 100-octane gasoline was hardly ever encountered outside the laboratory. Yet, today, the country's capacity for producing high-octane gasoline for plane use, for passenger car, truck and bus use after the war is growing daily.

"Or, take air conditioning as another example. In addition to certain performance defects, room conditioners had two other basic shortcomings. First, the average owner couldn't regulate them properly, and second, they were so ugly as to disfigure any room in which they were placed. The job for an industrial designer to do (and we are doing it) is to develop automatic controls, and to make the unit as attractive and as colorful as the furniture in the room. Would you

want an automatic year-round conditioning unit which looked like a handsome bookcase, a chest of drawers, built-in book shelves—sure you would.

"On the other hand, tomorrow's house is to have a strong resemblance to the one you're living in today. It's going to take more than an industrial designer's idea, plus advertising, to make a man give up his dream of that 'little cottage by the waterfall.' But that little cottage is going to have certain improvements and benefits which are going to make it fit for a president. It's going to have lots of glass which will enable the sun and light to seep in. It's going to have new wiring devices. The family won't have to conform to the house—the house will conform to it. There'll be movable walls and convertible furniture.

"Not everyone is going to have a 'modern' house; there will continue to be people who will want, and will have, period houses, period furniture.

"Paints are going to be improved ten-fold, and will contribute much to the post-war home.

"It's not a case of different homes, but one of better homes."

Miracles Here to Stay

Mr. Guild is interested in specifying not only the form of the product in three dimensions, but the actual material to be used—plastic metal, wood, or some special composition. He believes, with many others, that the miracle babies—plywood, plastic and nylon—are here to stay. But more than that—they will be improved and developed way beyond their present-day status. Already, in the dark rooms of some laboratory, technicians are developing a new synthetic material—stronger, as sheer, if not sheerer, and as useful, and as beautiful as nylon.

These are all going to play an important part in the post-war world, but the old staples, wood, steel, copper, aluminum, are going to share the same development, the same improvement, and they will have as many usages.

Mr. Guild goes a step beyond many industrial designers in following a study of the product and its functions; he actually develops and patents mechanical improvement.

Mechanical improvement and change in a product are to him a guarantee that the design will stick. Designs can be adapted, and otherwise appropriated by others. But patented, mechanical improvements, associated with and by their function, influencing the exterior design, may be promoted to the consumer as a feature. Thus, they become identified in the public mind with the design itself,

SALES MANAGEMENT

and mere copying of the physical appearance will be less impressive to the consumer.

Of equal importance, particularly today, is the possibility of reducing costs of manufacture. An understanding of methods and machines by the designer will often enable him to develop substantial savings.

So he first studies the mechanical equipment of a plant and the methods employed in manufacture. Then he takes the product apart, piece by piece, looking for parts which may be simplified or improved. Management, personnel, from a president to a machine operator, are consulted. With them he discusses the product, its manufacture and sale. From them he often obtains flashes of practical ideas which they themselves have not thought through to a logical and practical conclusion. From this he is able to begin creating a new and often improved product.

The final and most important step is a survey to determine consumer acceptance, as well as what the customer wants. Mr. Guild uses a sampling technique to supply him with this information. All over the country he has correspondents, people from every walk of life, housewives, teachers, doctors, lawyers, defense workers, young people, old people, men and women, who write to him regularly. They keep him informed on what people in their sections of the country need, want and like—products, colors, materials.

Many times, before introducing anything new or improved, Mr. Guild will send out a letter, or a sample (if possible), to his correspondents, getting suggestions and reactions. He

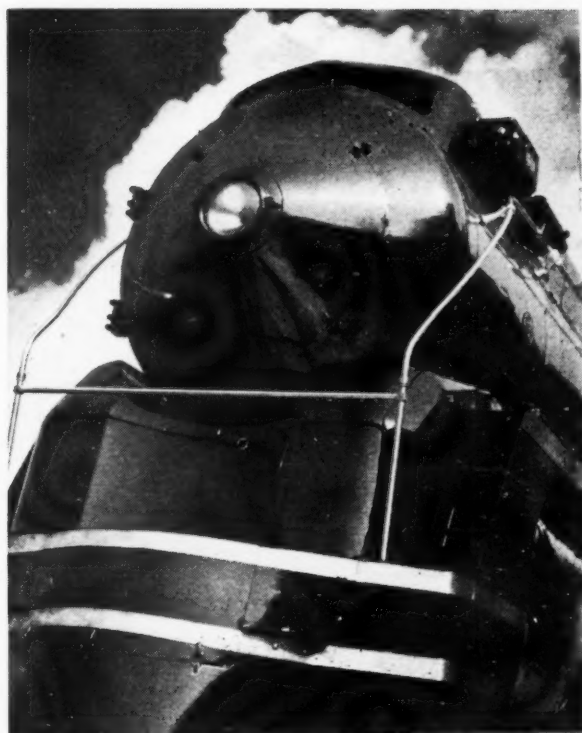


After the war, new alloys of aluminum will be used in kettles like this and in other kitchen utensils for greater utility.

feels that it's been of tremendous value to him.

Some of Lurelle Guild's pre-war products are a testimony to the "mechanical" approach. For example, in the case of an alarm clock in the low-price range, he substituted extruded metal for the former method of die-

Progress rides even faster than this train. You wouldn't think that anything as beautiful and efficient as this train could be improved — but you can bet that it will be.



stamping, and made his designs accordingly. About \$250 was the cost of the dies by this method, instead of \$1,200 as formerly. This same "mechanical" approach is going to be of fundamental importance in helping manufacturers to convert back to peacetime production, and in making the best and least wasteful use of large quantities of wartime machines and parts.

When the actual designing starts, Guild makes the first drawings from various crude memorandum sketches. These are followed by carefully draughted working drawings. From these a plaster or wood model is made in full size. Finally a full-sized mechanical model is built.

Today, on the tables of Mr. Guild's office-workshop, are sketches, drawings, and models of some of the things to come—of cars with the motors in the back, of window-glass which destroys all germs and bacteria, of a newly improved dish-washer, of new streamlined aluminum pots and pans, of an electric-garbage disposal unit, of an automatic ironer, of things that Alice in Wonderland never saw, and of which people have dreamed for years.

Already there are concrete examples to mention:

Every housewife will be happy to know that carpets of greater luxury will be put on the market after the war by Mohawk Carpet Mills, Inc. These carpets will have not only new colors, but new textures. They are as beautiful as they are practical, and will

bring a revolutionary new decor to home and office.

Mr. Guild has been retained by The Timken-Detroit Axle Co. to assist in the preparation of the "Super Transport" advertisements which the company is running in national magazines. Each advertisement features a drawing of the truck or car of the future.

"The Truck of the Future," for example, features front as well as rear loading. Better load distribution, tandem front, driving axles, plastic windshields, and periscope rear vision.

For Aluminum Co. of America he has developed new uses for aluminum. This company is already armed with new ideas and products, for it is not only planning for post-war, but is preparing for it.

These are just a few of the things you'll be seeing in the fine world we're all anticipating after the war is won. The world won't resemble Mars, happily, but it will be filled with new and strange things.

This article is the twenty-fourth in SALES MANAGEMENT's series of post-war planning features. For an up-to-date check list of the most recent of these articles, see page 22 of the November 1, 1943, issue of the magazine. Individual reprints of the series are available without charge, as long as the supply lasts. Multiple reprints, 3 cents each, remittance with order. Requests should be addressed to Sales Management Reader's Service Bureau, 386 Fourth Avenue, New York 16, New York.

Advertising Aids Community in Effort to Lick Manpower Shortage

Here is another excellent example of the utilization of the forces of advertising as a means for achieving action on a basic wartime problem where the prime necessity was that of selling an idea.

CALIFORNIANS have rarely seen such a barrage of advertising and publicity, such drives, rallies, programs, and campaigns, all concentrated on a single end, as has been under way during the summer and fall months to recruit enough manpower to pick California's food crop and to get it into cans, jars and packages before it was spoiled. It's one of the biggest "selling" jobs ever done in this state. And the interesting thing is, that everybody was on the sales staff—Government, business in all its branches and ramifications, civic organizations, service organizations, religious and educational bodies, and just plain men, women and children in hundreds of California communities where fruits and vegetables were ripening, and where there was no one to pick the bumper harvests and do the canning.

It was a question of "selling" more than three hundred thousand persons on the necessity to volunteer for field and cannery work this summer, or California's crops and industries would face disaster, to say nothing of the world need for food for civilians and fighters. Because this is a scarce manpower area, with one of the most serious manpower emergencies in the Nation, everyone was a bit panicky. However, panic gave way to a success story.

Twin-Angled Approach

The problem was attacked from two angles: the field labor need, and the cannery worker requirements. Responsible for organizing the former drive were the California Farm Production Council (set up at the last California Legislature) and the Agricultural Extension Service, both state agencies. The canners, through the California Processors' and Growers' Association, handled the campaign to recruit cannery workers; and, besides, each individual canner launched his own campaign.

The state agencies had \$1,800,000 at their disposal to set up 136 Farm Labor Offices throughout the state, to provide transportation, housing, food for field workers, supervision of work

hours, rates of pay, and advice and aid to farmers generally. But there was not any budget for advertising or publicity. The Pacific Advertising Association, working through the Victory Advertising Committee of the San Francisco Advertising Club, enlisted everybody who was anybody among advertisers and media to do a volunteer job. N. W. Ayer & Son, Inc., handled, free of charge, the creative work, producing a professional campaign of imposing proportions, with a "kit" of suggested advertisements, radio spot announcements, posterboard copy and other forms of advertising, then set about getting advertisers to donate space or to incorporate the message in their space.

Advertisers Cooperate

The response was generous from every type of business, and the response still continues as need in various districts arises. One insertion of one of the advertisements for farm help brought to the Farm Labor Office more than 3,000 telephone calls, "and every volunteer signed up to take over several harvest jobs," said a Farm Production Council spokesman.

Foster & Kleiser Co. gave 270 twenty-four-sheet posters at a cost of labor only; and some posterboard advertisers donated their own boards. Department stores used these twenty-four-sheet posters as backdrop for labor-recruiting window displays.

The California Processors and Growers' Association, through Foote, Cone & Belding, launched a paid advertising campaign in 40 Northern California newspapers, to recruit cannery workers. They ran a series of 5-column by 18" advertisements, with a patriotic appeal, during the months of July, August and September, and occasional copy in October as regional need might arise, put up 150 posters, and staged rallies with movie stars, war heroes and famous flyers. During the month of June there were 25,000 persons at work in canneries. By August, at the peak of tomato and peach canning, there were 82,000 persons at work in processing plants, the largest number ever employed there.

Farmers got their crop pickers, too. And most of both classes of workers were "volunteers," people who had never picked crops before, or had never seen the inside of a cannery. Eighty per cent of the large number of cannery workers employed were in the latter category, it was estimated: housewives, professional men and women, and white collar clerical workers who gave part of their time, school children, shipyard workers.

They All Pitched In

The most interesting aspect of the big job was the way in which everyone worked together in a given community with a crop or a cannery worker problem: business men (even those not directly concerned), chambers of commerce, government agencies, advertisers, OCD personnel, the public, the department of education, the churches, banks, labor unions. Every advertiser found some way of tying in the drive with his copy, whether it was selling overalls or gasoline. Entire communities turned out on declared days, or week-ends, or Sundays, to go into the fields. Movie actors and war heroes presided: Jerry Colonna, Jinx Falkenburg, Claire Trevor; the famous chaplain, Chapman Forgy ("Praise the Lord and Pass the Ammunition"); the British Eighth Army Captain, Andrew Geer; famous flyers, and others.

Canneries sent their own personnel out on recruiting tours. Air raid wardens made house-to-house canvasses, persuading men, women, boys and girls, to sign pledge cards to work in fields or processing plants, at the same time giving all necessary instructions and data on the various jobs to be done. Canners' representatives talked to special groups, clubs, and luncheon organizations, to Army personnel, to shipyard workers, to groups of business executives, urging all to encourage their own staffs to enlist for part-time work "on the food front."

Every affected community handled the manpower crisis on a community emergency basis, with business often providing the working funds. Two communities did outstanding work in organizing for crop conservation; Santa Clara County and Monterey County, the former an orchard area, the latter a sardine canning area. Sacramento Valley also did excellent work. One of the most active among the canners, and one with the biggest stake, was California Packing Corp., the sales division of which gave over just about 100% of its time to the task of getting volunteer workers to process the crops.

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Blazing a trail in its industry, Universal Match Corp. is using four-color illustrations half the size of the full-page ads and inserts on the theme, "The History of Fire," in a campaign in national magazines and in business papers reaching the grocery, tobacco, and advertising fields.

With Universal's campaign, advertising is no longer "matchless." Ads will combine institutional and specialized appeals. Headlines and opening copy will be the same for all media, the balance of text will change for each field reached through a particular medium. Purpose of the campaign: to make consumers aware of the quality of its matches; to build consumer recognition and preference for post-war; to impress advertisers with book matches as an advertising medium. Westheimer and Co., St. Louis, is the agency.

A time to conserve tires has come upon us, and the Rubber Manufacturers Association (38 tire makers) inaugurated a campaign early in November to prevent threat of shortages of 2 million passenger car and 1½ million truck tires by January. The campaign is running in newspapers in full-page or 1,000-line ads for three weeks and will be continued in business papers for two months.

NOVEMBER 20, 1943

The campaign stresses conservation: No unnecessary driving; speeds of 35 miles per hour; tires inflated as recommended; avoiding ruts, curbs and stones; no sudden starts and stops; slowing down for corners; alignment of wheels and axles; switching tires from wheel to wheel regularly; recapping as soon as tires wear smooth. Young & Rubicam, New York City, is the agency.

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[25]

From Uniforms to—What?

The men in our armed forces are being conditioned in a spirit of enterprise. This, says Henry Taylor, is the great bulwark on which the attack on post-war unemployment can depend. If the political climate, post-war, is not such as to encourage the free play of enterprise, our returning soldiers will surely change it.

BY HENRY J. TAYLOR

Author, "Men in Motion," Economist and Foreign Correspondent in Seventeen Countries

IN the confused discussions about who is to supply post-war jobs, the Government or the people's own enterprises, the words imply a choice where there is no long term choice. The Government does not, and cannot, supply jobs—any more than the nozzle of a hose supplies water.

If this truism seems uncompromising, it is only for the purpose of establishing a fundamental approach to a better discussion, without getting bogged down in the obvious ability of any central government spending agency to hire people at the expense of other citizens, and to commit those citizens to debt for that purpose. But, as there is an obvious limit to the feasibility of this in the course of time, and remembering always that the Government itself is a spender and not an earner, the truism stands.

No one has been able to measure the dimensions of our post-war re-employment problem. There are too many imponderables. The degree to which technological labor-saving improvements will affect the picture is at best a guess, as highly uncertain, for example, as is the number of women who will wish to continue working in factories after their men come home. These variables are so great that the present tendencies to reduce them to a mere mathematical formula may be more misleading than helpful. Broad factors, many of them psychological, will apply to this question and it is impossible to put a slide rule on them now. But, limiting the matter to the question of reemploying the men who are now in our armed forces, and looking at the dimensions of that problem, a few factors emerge:

The year 1940 was America's record year for peacetime physical production. The U. S. Department of Commerce states that 46,000,000 people

were at work. Since then, such normal unemployment as existed has practically disappeared, and the available manpower has been increased by 4,500,000 workers of school age, of over-age, and by women.

In this and other ways, the number of people at work today has increased from 46,000,000 to 50,800,000 in spite of the fact that there are 10,000,000 more men in our armed forces now than there were in 1940.

Leaving a substantial standing Army, Navy and Air Corps for peacetime, 8,000,000 men should return from the armed forces. The problem centers in what they will do to earn their living for themselves and their families, and to contribute their share to the maintenance of the Government when they get back.

The problem is neither so large nor so agonizing as it might appear. This is one way of saying that the difficulties are evident, but not insurmountable. The first encouraging feature is that many companies, large and small, are actively conscious that the problem will exist. Throughout our country all types of businesses are preparing now for the conversion period. Programs, with which every business man is familiar are already under way. While none of these programs can contribute the answer to soldier re-employment, they are contributing a new approach which is a distinct advance over anything in our previous history. Some companies will overdo their expansion plans and, sadly enough, go broke. Others will under-do them and miss their market. But, right or wrong, industry is thinking in terms of work, and not in terms of idleness, after the war.

These companies are testing themselves along the following lines:

1. What engineering, designing or development work must we do now on new products before they can be put into quick production?

2. How should we project and gear up our advertising and merchandising to create profitable markets for us at maximum post-war production at lower prices? Are we prepared to attract our share of the pent-up demand for



HENRY J. TAYLOR

Before becoming a journalist and an author of best-sellers ("Men in Motion; Time Runs Out"), Henry J. Taylor was a mid-western business man, a sales manager. Today he writes for the North American Newspaper Alliance, *Life*, *Saturday Evening Post*, *The Reader's Digest*, and is an analyst of world affairs on the Blue Network.

We are able to bring him to SM readers through our membership in the recently organized Business News Service (BNS), the press

syndicate of the business paper field. Leading business journals with combined circulations in excess of a half-million are charter members of this service which will bring many distinguished authors to these pages.

Each article arranged through BNS will be devoted to a subject of timely importance to the business economy of the Nation as a whole, designed to foster independent thinking, and prepared without propaganda or partisanship.—THE EDITORS OF SM.

PLEASE LIMIT YOUR CALL TO FIVE MINUTES

When a Long Distance circuit is crowded the operator will say: "Please limit your call to five minutes."

Observing this time limit on essential calls, and avoiding all unnecessary calls, will help the whole war effort.



BELL TELEPHONE SYSTEM





"Don't speak to them like that—we may have something to sell them any day now!"



goods and services at the earliest possible moment?

3. What types of personnel shall we need from the armed forces, and how shall we train them?

4. Will additional working capital be required for our estimated post-war volume?

5. What will the market be?

Treating all this in terms of reemployment, the rock bottom fact is that, based on the most careful estimates which educational and other research foundations have supplied, the conclusion is remarkably unanimous: With bold preparation now, on a company-by-company basis, for plant expansion, new products, new designs, wider marketing, better training, *business can hire more persons now in peacetime work than in any previous peacetime period.*

Local and regional groups everywhere are enlisting members of the community to explain ways and means of reestablishing post-war reemployment on a company-by-company basis. Volunteer speakers are outlining carefully prepared plans to interested groups such as clubs, service organizations, trade associations, and so forth.

Take the city of Peoria, Ill.: On November 16th last year a group of Peoria business men named a steering committee for such activities. Within one month the chairman reported on the initial survey of the 1940 employment in Peoria, the present employment, and the first estimate on post-war employment made by Peoria employers. The results: 45 companies, large and small, employing over 97% of the employees in the community, estimated that they would employ over 30,000 workers at the end of the war against approximately 22,000 in the peak peacetime year of 1940. Whether they are right or wrong, this is the way American communities are thinking—and that is very important.

But, most important of all, this is also the way the men in our armed forces are thinking.

In the last war our Army was trained to march and shoot. It was a dug-out army. It was drill-bound, mud-bound and hide-bound. But what conditioning are our men receiving today? In the special classifications alone, millions on millions of vital Americans, tough-minded, clear-eyed, and clear-headed, are zooming and

banking in 400-mile-an-hour planes, bracing themselves against the spray of their P.T. boats, pressing the throttles of amphibious tanks, whirling on the miraculous carriages of anti-aircraft units, and jumping from the sky by the tens of thousands. They are diving in long-range submarines, scouting in mountains and valleys in fast moving columns, learning to live on the land. Thousands of Davids with "Bazooka" guns are slaying Goliath tanks. Millions on millions of vital Americans are doing everything under the sun that encourages self-reliance, initiative, and a sense of personal flexibleness. They are being conditioned in the spirit of enterprise.

Under the surface of the war, this is occurring on a scale so vast and with such an impelling effect that we here at home have no idea of the virtuous impact this will have when these men come home. In the last war we had a few Eddie Rickenbackers. In this war, in the sense of the free human spirit, which is the mainspring within any nation, we are making new Eddie Rickenbackers by the millions. And yet the existence of this overwhelming fact seems overlooked in the post-war discussions I have heard.

Service Men Say, "Let's Go!"

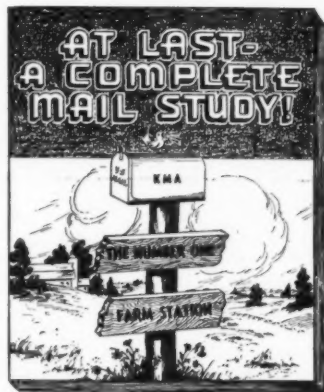
When the men I have seen overseas in this war return they are not going to be thinking in terms of selling apples on the corners. They are going to be thinking in terms of "Let's step out and go places." *This is the great bulwark on which the attack on our reemployment problem can depend.* Men are the essential element of the problem, and these men within themselves will contribute more to the solution of reemployment than any other single factor in the American scene.

If the political climate in Washington is such as to discourage or discount their individual enterprise, these men will see to it that such climate is changed, make no mistake about that. If this seems visionary, you have only to talk with our men overseas as I have, to learn their impatience with any men and measures which show any prospect of retarding them in the future. It is impossible to over-emphasize this. These men are not going to bow in gratitude and wring the hand of Washingtonians who promise them some subsistence aid. All the deep-throated talk along these lines, which carries a distinctly defeatist tone as it drifts overseas, leaves these men very cold indeed.

It is significant to me that in all the discussions I have had with our

COMPLETE STUDY OF RADIO MAIL NOW AVAILABLE

The most extensive study of radio mail ever made is now available to the entire industry, Earl May, KMA president, has announced.



Original plans were to limit distribution to agency men and company advertising managers. But so many requests have been coming from radio station men that all who want a copy may now have one, Mr. May said.

This study is based on the 493,479 pieces of commercial mail received by the station from April, 1942, through March, 1943. Dozens of such important questions as the following are answered:

- "How large a mail sample does it take to determine station coverage?"
- "Who writes to radio stations—men or women?"
- "What kinds of offers are most successful—contests, premiums, free samples, etc.?"

Because of current paper restrictions, copies of the printed study will be mailed only on request. "So, if anybody wants one," said Mr. May, "he'd better write, *right now*—to the KMA Research Director. If requests don't beat our order to the printer, they will be too late!"

KMA

Blue Network

The No. 1 Farm Station
in the No. 1 Farm Market

152 COUNTIES
AROUND SHENANDOAH, IA.



NOVEMBER 20, 1943

men in the war areas, I have never once heard a single man suggest the hope for an adequate government "dole." They simply are not thinking that way. And when they return they will not act that way. The men I have seen are not going to rake leaves—and will not appreciate any political ballyhoo which offers them only the opportunity to do so. If they go back to their old jobs, they will do their old jobs better than ever before. Their sights have been lifted and they will be working for promotion. Countless others will swell the ranks of small business in an astounding way. I can't begin to tell you the number of ideas these men have for going into business for themselves. That some will succeed and some will fail, is natural and elementary. But the point is that they are adventure-minded, enterpriseminded, sky-is-the-limit-minded.

Vast numbers of these men will make the best salesmen we have ever seen in this country. They will have the outlook for it, the temperament for it, and here is where their sky-is-the-limit-attitude will be most important and useful to all.

V-Day Training Problems

It seems to me the current discussions about Government vocational training, and even such plans within business groups, are top heavy with training for production. The value of vocational training for production is evident. But it is a case of cultivating the cultivated end of the garden while the weeds abound at the other end. The real bottle-neck in vocational training will not be in production. It will be in selling. The disposal of our new production will be a bottle-neck in our economy. Admittedly, our productive plant is large enough to supply the tools, and the personnel requirements for general production on modern machines do not demand too elaborate training anyway. But, as the crux of the problem is to sell and distribute the output of these plants in the post-war world, the emphasis on vocational training should be put on *Reemployment in Selling*. That is the side of the equation which needs to be bolstered.

Nothing can be more useful to these vital Americans who are now in the armed forces, or to the companies who propose to employ them, than to hitch a wagon of vocational training and post-war jobs to the selling star. The conditioning of the men in our armed forces is making them sales-minded, whether they realize it fully or not, and in this their fitness converges with the basic need of our post-war economy.



JUST ONE OF THE HOME-TOWN BOYS

Minnesota farmers and townsfolk look to their home-town newspapers for the intimate, vital news of friends and relations, of local events, and world activities.

These are the newspapers that are read from cover to cover and back again, that play a tremendously important part in shaping public opinion and forming the ultimate destinies of America. (Surveys show that country newspapers have the highest readership of printed advertising.)

By advertising regularly in 344 of these local papers throughout the state, KSTP is maintaining local contact with its host of rural friends, thus adding greatly to the plus-value you get when you sell via this powerful, popular station.

This local promotion is just one reason for KSTP popularity with the Minnesota farmers. Here are other features of our continuous audience-building promotion:

1. Big ads in *The Farmer* (Minnesota farm circulation 147,000)
2. Full-page ads in *Land O'Lakes News*, reaching 65,000 Minnesota farmers
3. Personal appearances of KSTP's Barn Dance Group in Minnesota towns
4. "On the Minnesota Farm Front" (column by Harry Aspleaf, KSTP's Farm Service Director) carried weekly by 81 country papers
5. "Around Radio Row" (radio news-and-gossip column) published weekly by 70 country newspapers

Today KSTP is not only a "local station" in the rich Twin City market but also in almost every small town and rural village in prosperous Minnesota. Everywhere, KSTPete is rapidly becoming just one of the home-town boys!

50,000 WATTS
Clear Channel

Exclusive NBC Affiliate for
the Twin Cities



WE WANT TO REPORT A FIRE!

***—and it's hotter than a mail-order
pistol... today's market No. 1 for
postwar America!***



HERE'S THE TOP 400,000 AUDIENCE THAT "KNOWS WHAT'S COOKING" IN THE AMAZING WORLD OF TOMORROW!

There's one thing about this book of ours that continually amazes me: Once an advertiser knows the facts on **MECHANIX ILLUSTRATED**, we don't have to sell him—he buys.

Elmer Stoll
Advertising Director
FAWCETT PUBLICATIONS, INC.

There are different ways to buy space. You can buy on mathematical certainties such as circulation figures and rates-per-thousand.

Or, you can buy by ear, following the current media modes and fashions.

Both these methods are probably successful. But—I wonder.

Isn't there a third method of space-buying—according to *results*? I don't know. I'm asking you.

Because if you want to "get those coupons in"—*Mechanix Illustrated* is one of the gosh-darndest publications you ever saw in all America.

* * *

Why do so many correspondence schools, patent attorneys, engineering courses, mail-order toolmakers, model-supply houses advertise in *Mechanix Illustrated* month after month, year in, year out? Because they get results. If they didn't, they'd yank their advertising out of our book—but fast!

These fellows can really buy space.

Their results are figured to a gnat's upper lip. In *Mechanix Illustrated* they get a pre-determined number of coupons per month, at a pre-determined cost per coupon. They know what each coupon is good for in dollar volume, or enrollment, or customers.

Once these advertisers start using *Mechanix Illustrated* they seldom, if ever, leave us. And this is the greatest single compliment any advertiser could possibly pay us.

The best evidence that this is so, is contained in some comparative statistics just released as this advertisement goes to press:

NET ADVERTISING REVENUE:

Nov. 1943 increased 104.8 over
Nov. 1942. Dec. 1943 increased
88.6 over Dec. 1942.

NET ADVERTISING PAGES:

December 1942..... 37 pages
December 1943.....50¾ pages
12 months increase.....37%

—Which is another way of saying that during the past year alone, *Mechanix Illustrated* grew like a forest fire.

* * *

And here are some more comparative statistics that look pretty good in print: Our circulation, which 3 years ago stood 150,000 at 10¢, is well over 400,000 today with 97.5% newsstand (highest ever attained in our field) at 15¢.

We gained 49.1% circulation in the past year alone, against 9% and 3% gained by the other two leaders. Based on 1943 first-six-months figures, *Mechanix Illustrated* pulls 945 primary readers per advertising dollar, as against 839 and 776 for the other two. Our October issue shows a gain in advertising revenue of 176% over October 1942.

* * *

So, Mr. Advertiser and Mr. Agency Space-buyer: When you advertise in *Mechanix Illustrated*, you are in mighty fast company.

You are a member in good standing of the most hardboiled group of men in advertising.

More and more, *Mechanix Illustrated* is the "hot" buy in its field. Hotter than a mail-order pistol. Your market No. 1 for postwar America.

One of the Great Family of Fawcett Magazines

MECHANIX ILLUSTRATED

FAWCETT PUBLICATIONS INCORPORATED

NEW YORK: 1501 B'way • Longacre 3-2800
CHICAGO: 360 N. Michigan Blvd. • Central 5750

LOS ANGELES: Simpson Reilly Ltd.
Garfield Bldg. • Michigan 7421

SAN FRANCISCO: Simpson Reilly Ltd.
Russ Bldg. • Douglas 4994



Important News About the \$40,000,000,000 "Women's Group" Market and its No. 1 Medium:

SEVERAL weeks ago we ran an advertisement entitled "A significant new situation in America's great \$40,000,000,000 Women's Group market." In it, we published exactly what Fawcett Women's Group, based on 1943 first 6-months A.B.C. average, now delivers:

- 3,101,993 circulation—leadership by over 176,702
- 98.2% newsstand—leadership by 403,779
- \$1.28 per thousand (against \$1.38 and \$1.35)
- 783 copies per dollar (against 722 and 739)
- 62.6% married women readers
- 73% readers in 18-to-34 age group
- an actual circulation bonus of over 900,000 primary readers—and currently, even under paper rationing, a July-November inclusive average of 3,147,218.

As the above facts and figures show, Fawcett Women's Group now leads in circulation, rate economy, newsstand sales, number of advertisers, advertising lineage and dollar revenue. Leads, according to every rule and yardstick by which advertising space is bought and sold.

* * * *

Those are the facts. Their true importance stands clearly forth in the light of recent changes (adjustments is a better word) in our magazine set-up:

During 1943, we announced the discontinuance of two magazines from Fawcett Women's Group. (1) *Hollywood* was merged with *Motion Picture*. (2) Suspension of *Romantic Story* becomes effective with January 1944.

The purpose of these changes was to re-allocate available paper tonnage to the benefit of our three strongest Women's Group magazines—*True Confessions*, *Movie Story* and *Motion Picture*—thus materially strengthening the Group itself, and giving better value to readers and advertisers alike.

Now, what has so far resulted from these moves? What is the current outlook? And

what of the future? We submit the following facts and forecasts:

1. Despite the fact that Hollywood is included for three months only, net paid circulation of the Fawcett Women's Group for the first half of 1943 averaged 3,101,993—an average bonus of over 900,000 copies and a gain over 1942 of 223,000.
2. Current estimates for the last six months of this year show an average monthly delivery of 3,164,480 for four magazines as against 3,107,084 for five magazines in the same period a year ago. Even if you eliminate *Romantic Story* entirely from these figures, you have an average delivery of approximately 2,941,000 copies—nearly $\frac{3}{4}$ of a million over our present guarantee.
3. These substantial gains—made now by *True Confessions*, *Movie Story* and *Motion Picture* alone—have resulted not only from distributing sufficient magazines to meet an active and growing demand, but from extensive editorial changes and improvements in the magazines themselves.
4. IMPORTANT: Thanks largely to these changes, we have not been compelled to ration advertising space as many publishers have done. Foreseeing further cuts in paper allotment,

we have through these changes provided a huge cushion in our 900,000 bonus, which if necessary will be reduced to accommodate increased advertising space without penalizing editorial content. This, you will agree, is sound publishing procedure.

5. Looking ahead to 1944—we expect to hold net sales at approximately 3,000,000 in the early months of the year; we definitely plan no further changes in the Fawcett Women's Group; we confidently expect to continue giving more advertisers, more circulation, at less cost, than any other major unit in the field of women's magazines or groups.

We are proud of these leadership facts. They have been true for some time. For foods, drugs, cosmetics, wearing apparel, notions, novelties, anything you sell to women, Fawcett Women's Group offers you the most effective selling buy in America, at a lower cost per sales-unit than has ever before been possible.

Fawcett Women's Group

NEW YORK: 1501 Broadway.....Longacre 3-2800
CHICAGO: 360 No. Michigan Blvd...Central 5750

LOS ANGELES: Simpson Reilly Ltd.
Garfield Building.....Michigan 7421
SAN FRANCISCO: Simpson Reilly Ltd.
Russ Building.....Douglas 4994

What are the Four Largest-Selling Magazines on the Nation's Newsstands?

(answers printed upside down below)

The ranking of newsstand publications shows *True Confessions* stands 4th in demand newsstand circulation. The magazines which rank first, second, third, have a definite percentage of subscription circulation. *True Confessions*, on the other hand, enjoys almost complete newsstand demand; actual percentage, 98.1%. In other words, *True Confessions*

subscriptions circulation (for second-class mailing purposes only) is 1.9%.

What does this mean to you? It means that when you advertise in *True Confessions*, you advertise to 1,500,000-plus women who want so badly to read it that they are willing to make a special trip to the newsstands of America 12 times a year. In this respect, *True Confessions* is not "No. 4" but No. 1!

1. Life 2. Ladies' Home Journal 3. McCall's 4. True Confessions

National Federation of Sales Executives

Club News & Activities

Cincinnati, Ohio

November 15, 1943

Federation Cooperation With C. E. D.

The Chicago Sales Executives Club is sponsoring a Midwest Conference to be held at the LaSalle Hotel, Chicago, Thursday afternoon, November 18th. The conference is being held in cooperation with the Committee for Economic Development. The Board of Directors of the Federation will meet at the LaSalle Hotel in the morning of the same date. The Federation program to cooperate with the Committee for Economic Development will be discussed and further developed at these two meetings.

President's Message

By HARRY C. ANDERSON

It seems to me that A. H. "Red" Motley, publisher of American Magazine, and an outstanding salesman, ably summed up in the material quoted below, the postwar challenge that faces sales management.

"Selling built the standard of living the United States is fighting to defend. Selling built the industrial enterprises that now are supplying our fighting forces with the sinews of war. Selling is going to make it possible for our country to pay for the war after peace comes

"What is the problem going to be after the war? Not production. We can build anything anybody wants, and plenty of it. The problem is going to be distribution.

"In a world at war, we salesmen may be in the second line; but in a world at peace, anyone connected with distribution is going to be in the front line. That is a ringing challenge that calls for belief in our work, for confidence, for courage, for understanding."

It is a challenge that calls, besides, for something more than individual effort, something more than indi-

vidual skill, something more than individual foresight and individual enterprise.

It is a challenge that *must* be met. It is a challenge that *will* be met by American selling, by American sales management.

This issue and future issues of the "Club News and Activities" will report on the way N.F.S.E., through its fifty-six affiliated clubs, is organizing for the postwar selling job.



Reproduction of The Plaque Presented to Kinsey N. Merritt for his service and leadership as President of the National Federation for the two years 1941 to 1943.

Indianapolis Sales Executives Council 100%

Harry C. Anderson, President, is greatly pleased and encouraged by the action of the Indianapolis Sales Executives Council.

He was invited by the Council to present the program of the Federation at its meeting on Monday, October 25th. After his address the Council voted by secret ballot on whether or not to make the Council 100% Executive Members. The vote was unanimous in favor of the change.

Federation Program Booklet

The Federation is issuing a booklet entitled "Challenge to Sales Executives."

It presents the program of the Federation for the year 1943-44.

Illustrative charts have been prepared to be used with the booklet in presenting the objectives of the Federation to Clubs. A Club representative will appear before your Club in the near future to present the program.

On request a copy of this booklet will be mailed to Sales Executives interested. Send your request to the National Federation of Sales Executives, Carew Tower, Cincinnati, Ohio. Give your name, company connection and address, and if you belong to a Sales Executive or Sales Managers Club please name the Club of which you are a member.

The Washington Marketing Letter

The Washington Marketing Letter, the first issue mailed October 1st, the Special issue October 15th, and the November 1st issue has met with most favorable response.

It is a service sales managers have long needed; it is unique as a Washington letter because it deals exclusively with legislation and other facts of interest to sales management. The regular issue will be mailed monthly to all Corporate and Executive Members.

Ceiling on Salesmen's Income

The Washington Marketing Letters of October 15th and November 1st gives the latest information on the "Freezing Salesmen's Income." As new information is received, it will be passed on to clubs.

CLUB & NEWS ACTIVITIES

Published by
The National Federation of
Sales Executives

Carew Tower—Cincinnati 2, Ohio

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W. C. Stannard—*Account Executive, J. Walter Thompson Co. Ltd., Montreal.*
George D. Wright—*President & Founder, Sales Executive Club, Mexico City.*

The Chicago Conference Proceedings

Through the courtesy of Major F. W. Nichol, International Business Machines Corp., the proceedings of the Chicago conference were published and mailed to all members of affiliated Clubs that furnished the Federation with the roster of members. We earnestly recommend that you read this report carefully. It gives an outline of the Program of the Federation, and many other ideas and suggestions of value to Club Members and particularly Club Officers. In the event you did not receive your copy, write Federation Headquarters. We have a few copies left and will distribute them in order of requests.

Federation Headquarters

The Federation is now located in convenient and comfortable quarters in Room 1701, Carew Tower, Cincinnati, Ohio. Carew Tower houses the Netherland Plaza Hotel. It is located in the business center on Fifth and Vine Sts. and is convenient for those members, friends and officers of Clubs who pass through Cincinnati. Give us a call when you are in the City.

The Howard G. Ford Award

Each year the Sales Managers Association of Philadelphia honors the individual or organization "for the greatest contribution to a more scientific system of distribution."

This year the Howard G. Ford Award was presented to the Incorporated Sales Managers' Association of Great Britain. The award plaque bore this inscription "A tribute to their courage and enterprise in carrying on the essential functions of distribution while meeting the demands of a nation at War."

The Honorable A. J. Drexel Bidle, Jr., presented this award at a luncheon in London to the Incorporated Sales Managers' Association President, Sir Harry Brittain. We quote from a letter written by Leslie Brown, Sales Director of Brown & Bibby, Ltd., of Liverpool, to the Philadelphia Sales Managers Club—"This was a great day in the life of our association, as some of the most

distinguished political and business leaders attended this function—men such as Lord Leverhulme and Sir Patrick Hammond, M. P., and I know that my associates in I. S. M. A. feel very grateful indeed to the Philadelphia Sales Managers for their tribute."

Club Insignia

A special bulletin was recently sent to Presidents of Clubs instituting a contest for designs or suggestions for a new Club insignia.

We did not realize, when the special bulletin was mailed, that the time allowed was so short.

In order to give all Clubs an opportunity to participate in the contest, it will be extended to December 10, 1943. To receive consideration all suggestions must reach Headquarters Office at the Carew Tower not later than December 10, 1943. As indicated in the special bulletin the sketches and suggestions will be submitted to a committee, who will name a first, second or third choice. The first, second and third choice winners and the clubs of which they are members will be published in a later issue of club news.

(The insignia now used is reproduced below.)

**Sales Management Cooperation**

Through the courtesy of Sales Management Magazine, headed by Ray Bill, first president of N.F.S.E., this News Letter is included as an insert in this November issue of Sales Management, and will be included in the future issues of Sales Management, which are published on the 15th of each month. This cooperative service is being extended to us with no charge to the Federation by Sales Management. The sincere appreciation of the Federation, its Officers and affiliated Clubs is hereby conveyed to Sales Management and its officials.

THE TASK THAT CONFRONTS SALES EXECUTIVES

By: MAJOR F. W. NICHOL

Vice-President and General Manager, International Business Machine Corp.

The shift of emphasis from distribution to production, from selling to manufacturing, brought about by the exigencies of war and the conversion from a peacetime to a wartime economy, appears temporarily to have placed selling in a state of eclipse. In reality, while salesmanship, so far as outward and visible signs are concerned, may seem to be in a state of suspended animation, as a matter of fact it is very much alive.

Salesmanship is not only doing an outstanding job right now, but sales thinking is projecting itself well into the postwar period.

Even though a sales organization may not be able to deliver its product because production has temporarily ceased, it has a definite, always present responsibility to keep that product "sold." A product which is "out of sight" for the time being must not be allowed to be "out of mind." Where the need for his product is greater, and the desire keener than ever before, a salesman cannot afford to give in to the frame of mind which leads him to believe that, since he cannot deliver, he is on the defensive, that "being on the defensive" is a negative position, and that he cannot help his cause by "exposing" himself under these circumstances.

Nothing could be more illogical. This country is at war and the salesman's job is to sell the prospect the importance of a reasonable and fair attitude, based on the necessity of sacrifice for the common good. That is a very specific and important sales assignment and responsibility. We cannot take it lightly in the hope that everything will turn out all right. We have to think ahead to the days when we shall be able to deliver the goods. By what we do today, we shall very materially affect what we are able to accomplish in those days to come.

Regardless of our individual situation at the present moment, it is important that we give as much thought as possible to the tremendous sales job with which we shall be faced after the war.

Business and industry, generally, in realizing their responsibility to

keep the wheels turning in the huge plant we have created and developed for war purposes, have been adjusting their sights to bring into focus the period after hostilities cease, with the object of retaining on the job the millions now on the production line, reabsorbing the millions of men and women now in the armed forces, and holding at its peak the purchasing power of the American market as a whole.

The myriad new products and services in various stages of completion and perfection in laboratories throughout the country are going to call for salesmen and salesmanship on a scale never before approached in our entire history.

From a sales viewpoint, there will be two classes of goods to occupy the attention of our sales organizations as soon as we are able to turn from the production of munitions to the manufacture of merchandise:

First, those products for which a huge pent-up demand has been rapidly developing since war broke out. Whether these products immediately reflect the radical improvements which we can eventually expect, or come off the production lines as they were at the time we went to war, this class of products will not require salesmanship in the usual sense of the word.

What salesmen handling this particular class of goods will have to sell—and it takes real salesmanship—is patience. A clamoring market will have to be sold on waiting until it can get the products that are its first choice and, so far as possible, kept from shifting to competitive lines. Patience, as a virtue, is something that can be sold.

The second class of products will comprise the new things that will be placed on the market. That is a type of product calling for educational work and creative selling—selling with plenty of inspired imagination and initiative. Sales forces which pioneered the selling of automobiles, business machines, electric refrigerators, and similar products,

know what this means. The new men entering the sales ranks after this war, will go through similar throes of pioneering effort in establishing the new products. But we have learned about salesmanship in the years in which we have been building our country. American salesmanship has made it possible for us to keep pace with American mass production, and earned for our country the outstanding economic position in the world.

No matter how radically different these new products and new services may be, there are fundamentals of salesmanship which we can review to profit and advantage from time to time. These fundamentals of salesmanship will never change. The underlying principles always have been and always will remain the same.

We must go back to the fact that in the final analysis the big thing in selling is to create desire—that this is the focal point of the five natural steps to a sale: 1. Attention; 2. Interest; 3. Confidence; 4. Desire; 5. Order.

No man was ever converted from prospect to purchaser without going through these five steps. They form the basic pattern of every well conceived, well organized sales plan. Upon how well we develop them, with our individual and specific product and its market in mind, will depend how far we go, as individual organizations, in making the most of the opportunities that are wrapped up in our individual product.

Salesmanship, after this war, will be an educational job, as it always has been, but it will be an educational job intensified to a higher degree than ever before, because business and industry, through salesmen and salesmanship, have ahead of them the responsibility of keeping many more people employed in this country than we have ever before employed in peacetime.

That is the task with which sales executives and sales organizations are confronted and we must gird ourselves for it.

Club Activities News and Notes

A. E. Ratheiser, Regional Director, District 4, is now issuing a letter to all clubs in his district reporting on club activities. The report is a very interesting document and is stimulating enthusiasm among clubs and is encouraging inter-club activities.

The Dayton, Ohio, Sales Executives Club will soon sponsor a Regional conference for District No. 4.

The Rochester Sales Managers Club is sponsoring an evening Sales Clinic. The enrollment is limited to members of the Sales Managers and Salesman Club, Sales promotion and Training Directors. The first meeting was held on October 4th and meetings will continue through to January 17th. The following are the topics to be discussed: What is a Salesman—Merchandising and Public Relations—Advertising and Sales Helps—Canvassing for Prospects—Sales Pre-approach—Sales Tools—Contract Law and Taxes—Sales Interview and Presentation—Handling Objections—Closing the Order—How to be a Repeater—Financing Orders—Product Displays—Customer Service and the Use of Products—Handling Sales Forms.

The October 18th issue of *News Week*, pages 75 and 78, published an excellent news item on this series of eight Sales Clinic meetings.

Mark your calendar for a date on January 7th and 8th, 1944. The fifth Annual New England Managers Conference will be held at the Hotel Statler at Boston on these two days. This is one of the outstanding Sales Managers' conferences in the United States.

W. F. Wesfall, Chairman of the Membership Committee of the Cincinnati Sales Executives Club reports an increase in Membership. Club Members were asked to nominate prospects. The prospects were invited to a Special Luncheon and were presented the benefits of membership. Seventeen new members were added. The luncheon plan will be repeated.

The Minneapolis Association of Sales Managers held its Third Annual Northwest Sales Conference on

Wednesday, September 15th. Among the Speakers were: William Rados, Sec'y.-Treasurer, National Society of Sales Training Exec., New York; William V. (Smoke) Ballew, Vice Pres. and Gen. Sales Mgr., Dr. Pepper Co., Dallas, Texas; Homer E. Capehart, President, Packard Manufacturing Corp., Indianapolis, Ind.; Alfred P. Haake, Ph.D., Economist and Consultant, Park Ridge, Illinois; T. Spencer Shore, Vice Pres.-Treasurer, The General Tire and Rubber Co., Akron, Ohio.

Sales Managers Association of Philadelphia will sponsor a Regional Meeting for District No. 3, Bellevue Stratford Hotel, November 15.

The Memphis Sales Managers Club is taking an active part in the Postwar planning for the Memphis area. The National Committee for Economic Development paid this compliment to the Memphis Club:

"Realizing that the use of a mail approach alone would not do a thorough job, the Memphis Action Division for Manufacturers was assigned a task of following up to obtain names for the Postwar planning from executives in plants that did not reply to two letter requests. The Action Committee is made up largely of the Memphis Sales Managers Club.

The Chicago Sales Executive Club on September 20th, mailed a questionnaire to all members for suggestions as to the type of program members would like to have discussed. A copy of this questionnaire may be obtained from the Chicago Sales Executives Club, 4662 Ravenswood Ave., Chicago.

St. Louis Sales Managers Bureau announces an annual Sales Executives conference, Friday, November 19. Henry J. Kaiser, Col. Willard T. Chevalier, editor of *Business Week*, Donald M. Nelson, Chairman War Production Board, and J. F. Lincoln, president Lincoln Electric Products, Cleveland, will be speakers at the conference. It is reported that without any announcements to the public the club's attendance committee sold more than 1,400 tickets.

An interesting type of work was sponsored by the Speakers Bureau of the Chicago Sales Executives Club. It is known as the Speech Improvement Class. It consisted of fourteen weekly meetings. Reports from those

who attended demonstrated its helpfulness. We quote the following, which is typical of the comments of those who enrolled for the course:

"It has given me new confidence and self-expression outside of my own group. It has enabled me to recognize my weakness in introductions. It has also taught me lessons in the management of meetings."

Walt Wakefield, Regional Director of District 3, reports an increase of twenty-three members in the Sales Managers Association of Philadelphia.

Sales and Advertising Managers Division, Trenton Chamber of Commerce, Trenton, N. J., the fifty-sixth Club to become affiliated with the Federation is making plans for a progressive program for the ensuing year.

Howard S. Mark, Toronto, Canada, Federation Vice President, reports that the Toronto and Montreal Clubs are planning a N.F.S.E. Regional Meeting to be held in Montreal after the turn of the year. Date and program will be announced later.

Visitors to Federation Headquarters

The following are the visitors at Headquarters within the last three weeks: Gene Flack, Regional Director, Public Relations Counsel, Loose-Wiles Biscuit Co.; A. H. "Red" Motley, Publisher, American Magazine, Sales Executive Club of New York; C. T. Burg, President, Sales Managers Club of Cleveland, General Sales Manager of Iron Fireman; Jack Lacy, Lacy Institute, Sales Managers Club of Boston; J. B. Howard, Vice President of Curtis 1000, Inc. of Hartford, Conn., and E. J. Hoslett, President of our Milwaukee Club now representing Curtis 1000, Inc., in Cleveland; A. K. Mitchell, Western Union Telegraph Co., Sales Executives Club of New York; W. V. "Smoke" Ballew, Vice President of Dr. Pepper Co., Dallas, Texas; E. B. Dowling, President, Indianapolis Sales Executives Council and Ennis P. Whitley, General Sales Mgr., American Seating Co., Grand Rapids, Mich. Mr. Whitley became an executive member while he was at Federation Headquarters.

What it takes to move a division

For the first time, the world has seen a division of labor in the steel industry. The Pennsylvania Railroad has moved its entire steel division to the new plant at Bethlehem, Pa. This move is a landmark in the history of the steel industry, and it is a testament to the power of the Pennsylvania Railroad.

PENNSYLVANIA RAILROAD
Moving the World

PHILADELPHIA
City of Hospitality

Philadelphia is the city of hospitality. It is a city of history, of culture, and of beauty. It is a city that welcomes everyone with open arms. Philadelphia is a city that is proud of its heritage and its future.

Don't store your brains in the attic!

A suggestion to those who have heads on their shoulders. Don't let your ideas go to waste. Use them. Share them. They are your most valuable asset.

BLAW-KNOX

SUGAR AND SPICE AND EVERYTHING NICE
(Including "Sugar to Sugar")
THAT'S WHAT LITTLE GIRLS ARE MADE OF!

Indulge your little girl in the joys of sugar and spice. She'll be a happy little girl, just like the one in the picture.

Industrial

ALL ABOARD!
FOR A HEART-TO-HEART TALK ABOUT RAILROADS TODAY

Long Island Rail Road. We're going to have a heart-to-heart talk about railroads today. It's time to get back on the rails.

LONG ISLAND RAIL ROAD

fashion FLASH.

dawnelle

JOY
the coldest perfume in the world

JOY. The coldest perfume in the world. It's the only perfume that can keep you warm in the coldest weather.

Rollins Colanese

Rollins Colanese. The great American. Here's what you need to know about the Rollins Colanese. It's the only thing you need to know.

Rollins Colanese

A FEW OF MANY

The advertisements shown here represent a few of the many clients, in various fields, that this agency is privileged to serve. They indicate, also, the breadth and scope of experience, as well as of creative thinking, necessary to influence the buying habits of many minds in many markets.

AL PAUL LEFTON CO., INC.
Advertising
Philadelphia • New York • Chicago • Hollywood

Here's why Bill Mitchell hasn't been around lately

PHILADELPHIA ELECTRIC COMPANY

A FREEZE-UP CAN BE MORE COSTLY THAN A SMASH-UP!

THERMO-RON
ANTI-FREEZE

SAFE - SURE PROTECTION

SEE HOW LITTLE FREIGHT RATES AFFECT THE WEEKLY MARKET BASKET

Eastern Railroads

"Meet the Smartest Girl in the World - my Wife!"

KOPPERS COKE

Kimberly-Clark Reveals Story of Firm's Reconversion to War

The skills and machines of this widely known manufacturer of paper and paper products serve Uncle Sam by making everything from delousing bags, gas containers, and camouflage paper to thermo-vests, raincoats, and non-slip flooring.

IMMEDIATELY after Pearl Harbor the Kimberly-Clark Corp., Neenah, Wis., was asked by the War Department what it could do to help win the war. This company had been manufacturing paper and paper products since 1872. Instantly the company began to check its personnel and its equipment, list its assets for war production. Here is what it learned:

More than 200 engineers and technicians, many tool makers, machinists, millwrights, chemists, electricians, sheet metal workers, bricklayers and carpenters could be assigned to war work. Mills could be converted readily to needed uses. It was decided that the company could produce almost anything.

Kept a secret for many long months while building up production, the story can now be told. One of the especially needed pieces of equipment wanted by the Army Ordnance Department was the newest type of Maxon multiple anti-aircraft gun. This paper manufacturing house, within six months, had changed over a wall-paper factory to the production of this complicated gun. More than 1,900 parts are produced for it under Kimberly-Clark supervision. Production schedules, month after month, are either met or exceeded.

In addition to all this, the company is manufacturing a wide variety of other equipment and materials needed in the war effort. Among them are:

Delousing Bags—In World War I delousing was done at central delousing stations. Now any soldier can have his own private delouser. The bag is made of water-resistant, light-weight fabric lined with plasticized, impregnated creped cellulose wadding which is impermeable to the gas used. The soldier merely chucks his clothing into the bag, seals it, steps on a glass ampule—and it's goodnight for the cooties.

Collapsible Gasoline Bag — A gasoline "bag" made of water-resistant material on the outside and gasoline-

proof, impregnated material on the inside, which will hold 7 gallons of gas, or 50 pounds, is going to various war fronts. Filled, it can be hung over a soldier's shoulder and carried anywhere. Because of its toughness and flexibility, it can be dropped or tossed about with much less danger of damage than metal containers can be. It is superior on difficult terrain. Also, it lies flat when empty and thus saves space.

Liner for Bags and Target Balloons—A liner is made for fibre-board containers and kraft bags which makes it possible to use the bags instead of steel pails and drums. Oils, greases, hydrogenated vegetable oils and organic solvents can be shipped in board cartons, bags, wooden pails, kegs or barrels which are equipped with this special impregnated liner. It is also used in balloons which are used for aircraft gunnery practice. After one of these balloons is "shot up" it is quickly mended by applying a patch with heat.

Camouflage Paper— Camouflage paper which comes in rolls and can be quickly applied is widely used on all fronts. It saves vast quantities of cloth and other materials. It is woven into

nets of various kinds to break outlines. It is also used for various other camouflage purposes.

Thermo-Vests— Resembling cha-mois in appearance and flexibility, vests which are remarkably warm are made. The outer thickness is impregnated against water; the center is made of embossed creped cellulose wadding with thermal qualities; the inner layer is a cotton muslin to protect the thermal wadding. These vests are equal in warmth to wool-lined vests.

Expendable Raincoat—A low-cost, light-weight raincoat made of a paper base specially designed for use by troops going ashore from landing barges. When the men go into action they may merely throw them away. This cape protects men from any ugly weather. Flat sheets can be used in place of tarpaulins.

Non-Slip Flooring—Light-weight, non-slip flooring materials for use in bomber floors are being supplied; also smooth surfaces for table tops. Particularly valuable for packing parachutes, since there are no splinters to snag the fabric; also a very light scruff-proof board used for packing cases and Army luggage.

Protective Covering—A light, thick, soft cellulose material used to protect a variety of materials and equipment against rough handling during shipment. Precision instruments, aircraft instruments, aircraft spare parts, solution flasks, etc., are wrapped in blankets or pads made of it. Mosquito bomber fuselages are shipped entirely wrapped in it to guard against marring or scratching.

Insulating Materials—Laminated, asphalt-impregnated, wood fibre is compressed and packaged and then expanded on the job to about five and one-half times its compressed size. A remarkable heat stopper, it is used in the Army's Quonset huts set up in arctic areas. This also is used as insulation in government housing projects, pre-fabricated houses, trailers, etc.

Kimberly-Clark produces other items for wartime use, but these give a general idea of the job now being done by a manufacturing plant that formerly concentrated entirely on paper or peacetime paper products. In addition to making wartime equipment, Kimberly-Clark, through its developments, is saving vast quantities of rubber, metals and fabrics.





"Seen the new Pathfinder?..."

Here are some of the leading national advertisers represented in the first few issues of the new **PATHFINDER**. In addition, many others have already contracted for space in 1944:

GENERAL MOTORS
AVIATION CORPORATION
STUDEBAKER
ELECTRIC AUTO-LITE
GENERAL ELECTRIC
PRINCE ALBERT TOBACCO
CONSOLIDATED VULTEE AIRCRAFT
QUAKER OATS
CELOTEX
PERFECTION STOVE
GOODYEAR TIRES
FIRESTONE TIRES
OVALTINE
AMERICAN CYANAMID CO.
REPUBLIC STEEL CORP.
CHURCH & DWIGHT
PENNSYLVANIA RAILROAD
KELLOGG'S ALL-BRAN

400,000 subscribers sat up and took notice when **PATHFINDER** reached them October 18th. It was the first issue of the recreated **PATHFINDER**, with more pages and pictures, more editorial scope, more advertisements. And since then every mail has brought a flood of letters and cards telling us of readers' enthusiasm. From towns and small cities throughout the country comes the same cordial welcome—"Congratulations on the tremendous improvement!"—"Superb!"—"It's a wow!"—"Splendid that the big advertisers have discovered our favorite magazine!"—"Excellent!"—"Scrumptious!"—"Off to a glorious start!"

PATHFINDER, America's oldest news weekly, has been published for fifty years for the people who live in towns and small cities. It will go on aiming exclusively at that one huge part of the population, the least adequately covered from the advertisers' standpoint. Now that the **FARM JOURNAL** has acquired operating control, **PATHFINDER**, enlivened and rendering a far broader editorial service, will realize its full possibilities in its chosen field.

Sixty out of every hundred of all Americans live in towns and small cities. They do their shopping on Main Street where more than half of all retail stores are located. **PATHFINDER** is the one periodical read one hundred per cent in the richest potential and, until now, most neglected market in the country. With its present low advertising rate of \$800 per page, **PATHFINDER** is a splendid advertising investment.

PATHFINDER

News Weekly from the Nation's Capital

PATHFINDER BLDG.

WASHINGTON, D. C.



GRAHAM PATTERSON, Publisher

ADVERTISING OFFICES:

Philadelphia 230 West Washington Square
Washington, D. C. Pathfinder Bldg., 2414 Douglas St.
New York Room 2013, Graybar Building
Chicago Room 2101, 180 N. Michigan Ave.
Detroit Room 5-267, General Motors Building
Seattle W. F. Coleman, 1037 Henry Building
San Francisco W. F. Coleman, 300 Montgomery St.
Los Angeles W. F. Coleman, 530 W. Sixth St.

NOVEMBER 20, 1943

[39]

Local talent makes good...READING

★ The CHICAGO TIMES is staffed by men and women whose journalistic accomplishments have made them nationally famous. A few of these TIMESfolk are pictured below. All have long been identified with Chicago and The TIMES. Their faces are familiar to the workers in the City Room. Their stories, columns, cartoons and photos are familiar to the readers of The TIMES. A staff with outstanding talent—strongly rooted to the community—accounts in large measure for the growth and influence of The TIMES in Chicago.



HERB GRAFFIS This editorial columnist, too, achieved his journalistic prominence as a TIMESman. Years before his appointment as a daily columnist, Herb Graffis was a member of The TIMES sports staff. Chicagoans particularly enjoy the originality of his comments on news happenings and the keenness of his wit.



JACOB BURCK As a TIMES staff cartoonist, Jacob Burek created the daily cartoon feature, "Barring None," which established his reputation. One of the cartoons in this series, published June 2, 1940, was awarded the Pulitzer prize. This summer Sigma Delta Chi, the national journalistic fraternity, awarded Burek top honors for editorial cartooning in 1942.



CARL SANDBURG This internationally famous poet and historian has always been identified with the Middle West and Chicago. His masterpiece, "Lincoln—the War Years," a work in four volumes, was awarded the Pulitzer prize in 1940. Chicagoans read eagerly Sandburg's weekly column on current events which appears in The TIMES.



KEITH WHEELER Before winning national renown as a battlefront reporter, Keith Wheeler served an apprenticeship in The TIMES City Room. Last spring he earned the National Headliners Club award for outstanding exclusive foreign reporting in 1942. In world-wide competition this summer he was awarded the Sigma Delta Chi citation for superior foreign coverage in 1942.



GEORGE KOTALIK Local talent makes good pictures, too. With the typical alertness of TIMES photographers, George Kotalik snapped a gem on December 7, 1941. It showed a half-clothed Jap consular attache destroying official documents and was entitled, "Caught With Hon. Pants Down." This photo shared top honors last spring at the Associated Press National Newsphoto Contest.



GEORGE LICHTY The creator of the nationally syndicated humor panel, "Grin and Bear It," is also a TIMESman. Chicagoans have enjoyed their daily chuckle with George Lichty ever since he graduated from the University of Michigan and joined the staff of The TIMES in 1929. His TIMES feature appears in approximately 200 of the country's newspapers.

THE TIMES
CHICAGO'S PICTURE NEWSPAPER

THE NEWSPAPER CHICAGO TRUSTS

Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

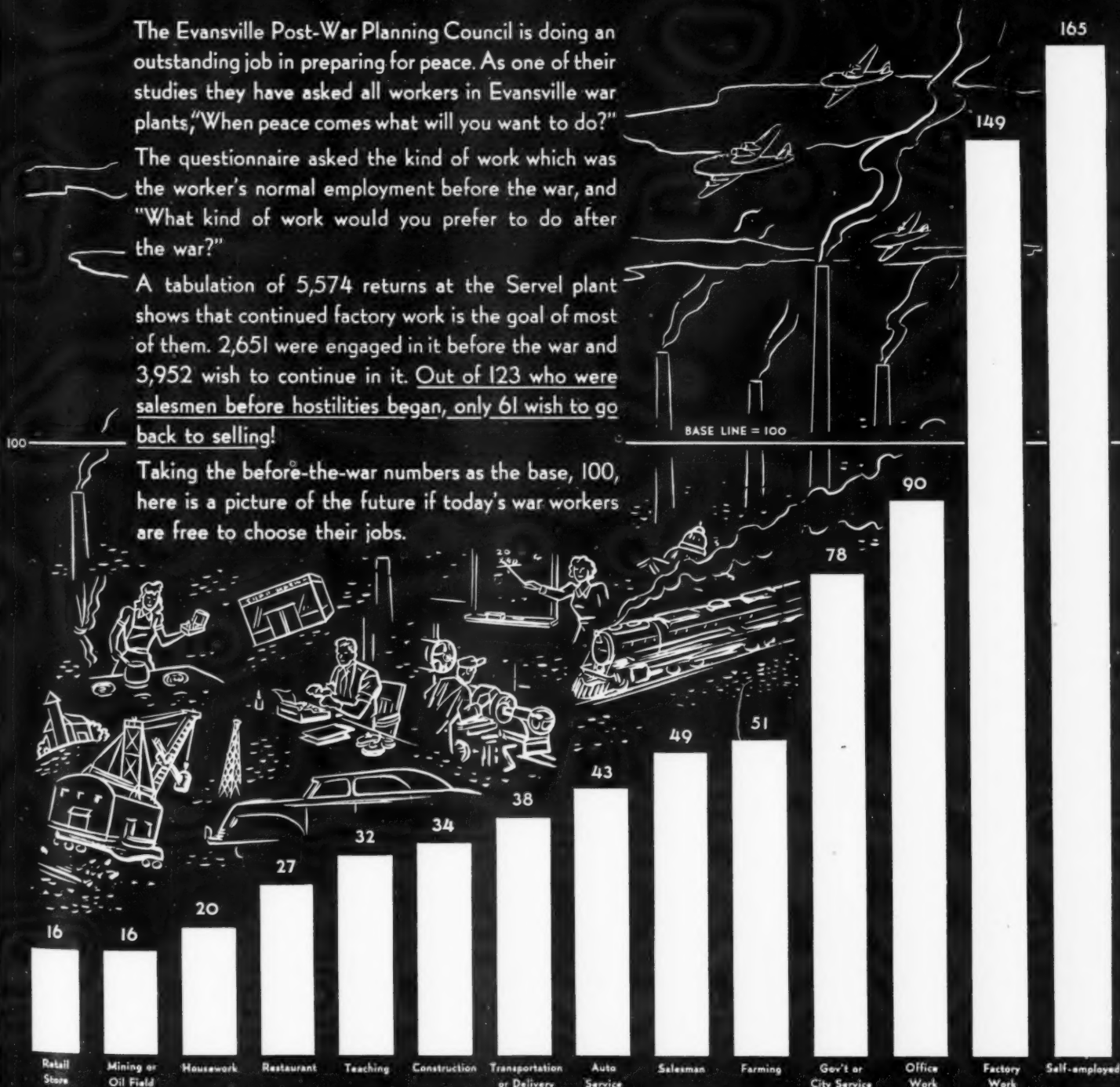
WAR WORKERS WISH TO CONTINUE FACTORY WORK

The Evansville Post-War Planning Council is doing an outstanding job in preparing for peace. As one of their studies they have asked all workers in Evansville war plants, "When peace comes what will you want to do?"

The questionnaire asked the kind of work which was the worker's normal employment before the war, and "What kind of work would you prefer to do after the war?"

A tabulation of 5,574 returns at the Serval plant shows that continued factory work is the goal of most of them. 2,651 were engaged in it before the war and 3,952 wish to continue in it. Out of 123 who were salesmen before hostilities began, only 61 wish to go back to selling!

Taking the before-the-war numbers as the base, 100, here is a picture of the future if today's war workers are free to choose their jobs.



Source: Lyman Hill, Director Sales Research, Serval Corp.,
before N. Y. chapter American Marketing Association, 10-20-43

PICTOGRAPH BY
Sales Management

11-20-43



"MODERN" Sells the Masses

A 7 BILLION DOLLAR MARKET FOR 1944 ADVERTISERS

Of this amount Modern Magazines' 2,588,091 families will have **SPENDABLE INCOME** in 1944 of \$4,000,000,000 . . . income over and above fixed expenses like taxes, rent, medical care, etc.

This income will buy:

BILLIONS IN CONSUMER GOODS

40 BILLION 10-CENT SIZES, or
16 BILLION 25-CENT SIZES, or
8 BILLION 50-CENT SIZES, of



BEER



GLASS &
CHINAWARE



BABY ARTICLES



HOUSEHOLD
PRODUCTS



BOOKS



SOFT DRINKS



CANDY &
CHEWING GUM



STATIONERY ITEMS



FOOT AIDS



TOILET ARTICLES



FOOD PRODUCTS

OR 24,000,000,000 PACKAGES OF CIGARETTES



MODERN MAGAZINES IS THE CHOICE OF WAGE EARNERS

For fourteen years these magazines have been edited to appeal to middle-class wage earners, the people today collecting 73% of the national income . . . the quantity buyers of all advertised products.

Get your rightful share of this **SPENDABLE INCOME** by using Modern Magazines in 1944.

And Modern Magazines readers will have plenty to spend after the war because today wage earners are salting away in bonds and savings \$5. out of every \$8.* of increased income.

* Bureau of Labor Statistics



DELL PUBLISHING CO., INC., NEW YORK
World's Largest Publishers of mass magazines and books

MODERN MAGAZINES

THE ONLY GROUP WITH TWO MAGAZINES
HAVING OVER A MILLION CIRCULATION EACH

PRICE DOESN'T MEAN A THING ANY MORE (ALMOST)

The Home Makers Guild of America, sponsored by Owens-Illinois Glass Company, sent a questionnaire in July to 2,087 women consultants, scientifically selected to represent a true cross-section of the American buying public.

One of the questions asked for the principal reason for trading at various stores—now, and before the war. As might be expected, "better selection" is now the number one reason for all types of stores except drugs, dairies and general stores.

"Better prices" has gone down as a reason—the result of shortages and higher incomes.

Price is the dominant factor which causes the following percentages of women to patronize these stores:



PICTOGRAPH BY
Sales Management
11-20-43

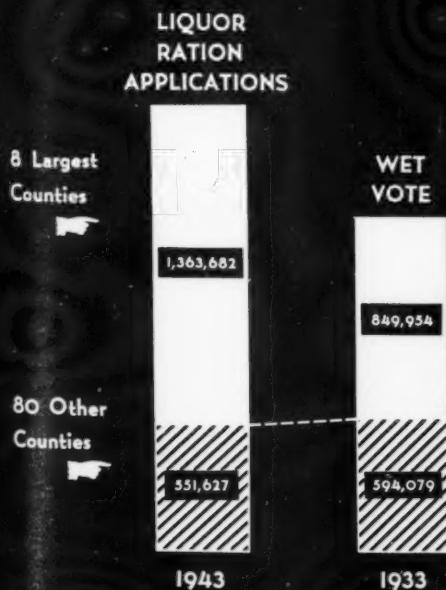
* Source: Home Makers Guild Survey of Buying Habits, 9-25-43.

WET AREAS GETTING WETTER, DRY AREAS DRYER

Recently the State of Ohio set up a liquor rationing system which compels those who drink wet to also vote wet. Anyone who wants to buy liquor must go to the nearest state liquor store, get a blank, fill it in, and mail it back.

The applications show extreme changes over the wet-dry vote in 1933, as shown below:

PICTOGRAPH BY
Sales Management
11-20-43



Percentagewise there seem to be exactly twice as many drinkers in the 8 big-city counties as in the rest of the state.

54% of the adult population (1940 census) in the 8 big counties took out 1943 liquor ration applications,



as against 27% in the other counties



and 42% in the state as a whole.



Source: Analysis by the Cleveland Press

**“Me? Sell Apples
—Again?”**



Biggest Job Your Advertising Ever Faced!

Between peace and demobilization 10 million service men must be absorbed into industry.

This means holding the total number of jobs at close to today's high levels . . . with millions of women workers, workers over age and under age making way.

And that means the generating of BUYING POWER—on a larger scale than ever before!

If we can find a way to build this enormous buying power, jobs will *make themselves*; debt can be liquidated; and regimentation can be a thing of the past.

Charles E. Wilson, former president of the General Electric Company, warns us "If we don't give the American people their birthright, some other system will attempt the job."

Your *advertising* holds a key to buying power . . . building sales; it builds jobs; jobs build *buying power* and—more jobs.

Today, for the first time in history Wage Earner families—the biggest part of America—are buying in proportion to their numbers. Today, they constitute two-thirds of the market for consumer goods. They have the biggest share in our backlog of war savings.

Your advertising can continue to direct these Wage Earner dollars into products—and from products to jobs. Unless it does—all of our post-war plans will have been as idle as day dreams.

This advertising job is not going to be easy. It will need all the time-tested tactics—and some new ones besides. It will need

more than coverage. It will need that intangible which some call INFLUENCE.

Because Macfadden has helped Wage Earner families—helped them to help themselves—we do occupy the position of guiding friend—that position of INFLUENCE which your advertising must have.

* * *

With its quarter-century of publishing to the Wage Earner market—this is Macfadden Publications' present-day *obligation and pledge*:

To furnish to Industry a means of communication with Wage Earning America through magazines which enjoy reader confidence, loyalty and respect. To maintain our service to Industry as the most authoritative private source of knowledge and understanding of these people upon whom industry—and, indeed, our entire economic system as we presently know it—must depend.

What is an American?

This message, one of a series, is addressed to Wage Earner America through the editorial page of True Story (a Macfadden Magazine) for December, 1943.

AN American believes in freedom as part of his spiritual creed. Freedom to worship God and to do so *in his own way*. Freedom to earn a living by honest means which he chooses for himself. Freedom to spend his earnings as he sees fit, to elect those who shall administer the details of government, to educate his children. Freedom for his neighbor as well as for himself.

Henry Lueferant
EDITOR

**As the Wage Earner Goes —
So Goes America!**

MACFADDEN PUBLICATIONS, INC.

PUBLISHERS of TRUE STORY • THE MACFADDEN WOMEN'S GROUP • THE MACFADDEN MEN'S GROUP

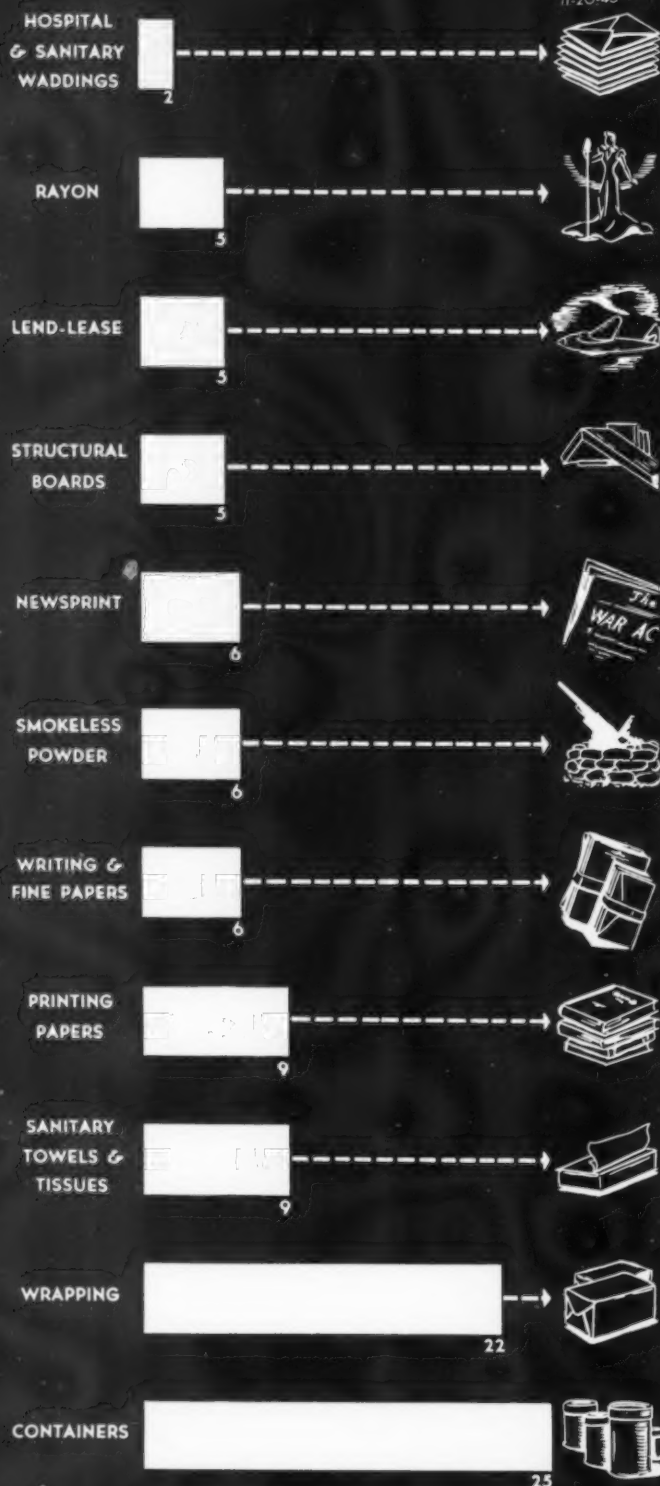
WHERE DOES OUR 1943 PULP GO?

The current shortage of pulp wood (at the mills) highlights the varied uses of the U. S. A. product coming from 27 pulp-producing states.

USE %

PICTOGRAPH BY
Sales Management

11-20-43



Source: L. M. Hughes in *SALES MANAGEMENT*, 10-15-43

INDUSTRIES WHERE EMPLOYMENT IS GREATEST

The Bureau of Labor Statistics uses 1939 as the average, 100, in making its monthly compilations of wage earner employment.

The ratio figures below show how July, 1943 compared with the 1939 average in 33 industries:

1943 % of 1939 Employment



No information is available on two of the great war boom industries: shipbuilding and aircraft production.

Source: Bureau of Labor Statistics, 9-8-43



Even as a child GEORGE WASHINGTON CARVER loved nature, had a magic way with growing things. Today all America honors the memory of this great agriculturist and scientist, beloved teacher, and benefactor of his fellow men

BORN A SLAVE...BOOKS* *unchained* *his amazing* **GENIUS!*

BORN IN SLAVERY . . . orphaned as a baby . . . once, it is said, traded for a horse . . . few men in this world have started lower on the ladder to fame.

But George Washington Carver had two passions that won him, at last, a place with Edison, with Morse and Bell and Burbank, among America's greatest men of Science . . . He loved nature—and he loved books.

Even as a frail, dark-skinned boy, "Little George" hungered to learn more about the plants and flowers that grew in the fields. And he knew that reading alone could tell him the secrets he longed to share.

So, slowly, painfully, he taught himself to read. He devoured every stray book that fell into his hands—often propping them up above the washtub while he scrubbed clothes to earn money for more books.

He sandwiched in a bit of schooling when and where he could. Went to college. Never stopped reading and studying, never ceased learning. And so his genius flowered into greatness.

As a beloved teacher he brought the light of learning to thousands . . . as agriculturist and scientist he pioneered developments that helped to free the

South from the shackles of the cotton system . . . that will affect profoundly the happiness and security of countless fellow men.

THE DISCOVERIES George Washington Carver made years ago are today receiving nationwide application. Many of these have been reported in *The American Weekly* along with those of other scientists—but told in simple plain language that all can understand.

Used in Schools and Colleges

The American Weekly is not a scientific publication. Neither are its editorial contents devoted entirely to archeological, astronomical, educational or other scientific subjects. But an unofficial check of editorial features showed that in the first six-months' period of this year, *The American Weekly* devoted nearly 625 columns—88 pages—to subjects of scientific and cultural interest—more than any other general magazine in America.

Such scientific articles, and others, embracing music, sociology and psychology, are so authentic that they have earned a place for *The American Weekly* in educational institu-

tions, where they are used by teachers to supplement lectures.

Thus, the desire to know—the priceless habit of reading for knowledge—is stimulated by *The American Weekly*—distributed week after week, from coast to coast with 20 great Sunday newspapers—going into the homes of more than 7,750,000 families.

So, too, it feeds those other hungers of the human heart with stories of love and romance, mystery and adventure. True stories—based on fact yet stranger than fiction—they deal with the deepest interests of life. And real people, turning the pages of *The American Weekly*, slip away from the monotony of everyday and live the stories as they read them.

Who can measure the boundaries of this deep and fundamental influence—exerted week after week in more than 7,750,000 of America's homes.

The manufacturer who gives his product or his institutional message national publicity in this mighty magazine is keying his message to the most profound and fundamental interests of the human mind and heart. He is putting behind it the **greatest known force in advertising.**

**THE AMERICAN
WEEKLY**
Greatest
Circulation
in the World

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

TEN-CENT SIZES LESS POPULAR

With fatter pocketbooks, women are now buying more of the larger sizes of toiletries and cosmetics.

A 1943 survey among 2,053 women readers of the Modern Group asked, among other questions, "What price did you pay for each item?" Here, for ten representative items, are the percentages for ten-cent-or-less sizes, with comparisons for 1939.

PICTOGRAPH BY
Sales Management
11-20-43



% 1939 10.2

22.4

23.6

23.2

19.3

25.1

36.0

32.6

40.1

75.9

TOILET WATER

PERFUME

HAIR TONIC

COLD CREAMS

TOOTH PASTE

FACE POWDER

LIPSTICK

CLEANSING TISSUE

HAND LOTION

NAIL POLISH

% 1943 4.5

13.4

15.4

16.1

16.5

18.1

23.0

23.7

23.8

64.9



Source: Modern Magazines
13th Survey of Beauty.

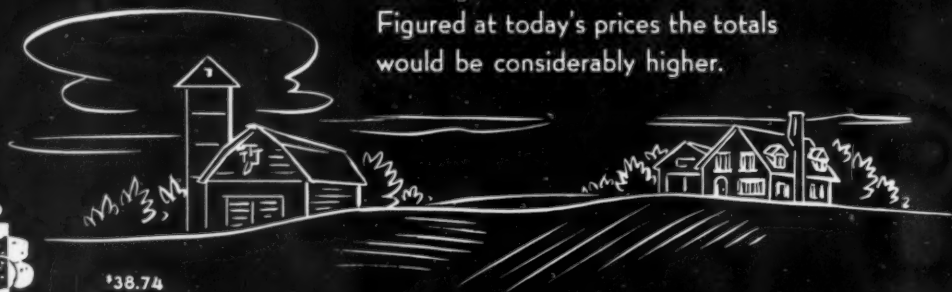
The survey covered 65 beauty products—and all of them were down percentagewise from 1939 in dime sizes.

'136.39

THIS IS PART OF WHAT YOU MISS, CITY GUY

The average farmer produces at least \$341.24 of food for his own table each year—and that's at farm prices. What we city folks would have to pay is something else again.

The figures below are for 1941.
Figured at today's prices the totals
would be considerably higher.



'80.38

MEAT AND POULTRY

'51.40

VEGETABLES

'38.74

EGGS

'22.01

FRUIT

'12.32

FLOUR-SYRUPS-HONEY

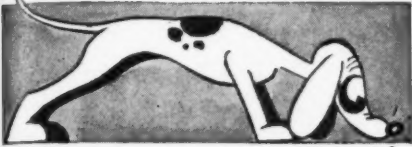
Source: Page 33, "Rural Family Spending and Saving in Wartime,"
U. S. Dept. of Agriculture



PICTOGRAPH BY
Sales Management
11-20-43

And there's a surprisingly small variation between the poor farmer and the rich one. Those with cash incomes of less than \$250 produced food for family use valued at \$299.10, while those with cash incomes over \$3,000 averaged \$428.35.

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

The Kansas Radio Audience of 1943 is the seventh consecutive annual report from WIBW, Topeka (Capper Publications). It includes two new items: the attitude of Kansas listeners towards "war programs" now on the air, and types of programs Kansas families would like broadcast from 6 A.M. to 6 P.M. Miscellaneous market data as to car ownership, phones, type and condition of radio sets are shown in tables and charts. Copies from Ben Ludy, General Manager, WIBW, Topeka, Kan.

Readership of Transit Advertisements. A study which answers basic questions in its 60 pages: Who rides on busses and street cars and how often? Who reads the cards and to what extent? It compares use of advertised products by ad readers and those who did not see the ads. The latter is a new element in readership analysis, and indicates the size of the market reached by a company through the medium studied. Cities covered are: Baltimore, Cincinnati, Detroit, Kansas City, Philadelphia, Pittsburgh, and Rochester. Prepared by Daniel Starch and Staff; copies from Tom Morris, National Transits, Inc., Chicago, Ill.

Selection of Tools, Machinery and Equipment. In this survey, *Supervision* magazine had Fact-Finders Associates, Inc., make a study of business-paper advertising. Plants representing 29 industries indicated their main objectives: to make the trade-name or brand synonymous with the product, build good-will, 46% of the replies; to supplement efforts of salesmen and jobbers, 20%; product information, 10%; and 8% expected to produce inquiries and leads for sales traceable to ads. A candid tabulation also develops percentages as to the influence of foremen, supervisors and plant department heads on purchases of various production equipment. Copies from Supervision Publishing Co., Inc., 95 Madison Ave., New York, N. Y.

37 Billion Dangerous Dollars is the new 32-page guide for advertisers in a campaign urging American business to mobilize the power of its advertising in the battle to curb inflation. Emphasizing accelerated effort on the anti-inflation program beginning in December, the guide offers samples of full-page ads with copy, reproductions of ads which ran in 482 national magazines (combined coverage 92,000,000) in the past three months, together with ideas for radio, posters, direct mail, car cards and box inserts. The material is free to all advertisers. Copies from War Advertising Council, 60 E 42 St., New York 17, N. Y.

NOVEMBER 20, 1943

Troy

ORGANIZED FOR POST-WAR STABILITY



"The importance of planning for the period immediately following the end of the war was early recognized by Trojans. A strong organization of industrialists, practically all of whom market their commodities throughout the nation, was formed some time ago and weekly presentations of progress reports assure a successful conversion from war to peace-time activities."

SAMUEL W. MCCOCHRANE
President, Troy Chamber
of Commerce

war planning.

All indications in Troy point to a post-war stability that will reward early cultivation of your sales.

Cluett, Peabody & Co., Inc., manufacturers of Arrow products is an outstanding example worth noting in this prosperous major market of 143,000 consumers.

Blanket coverage in this big market, one of the most responsive in the country, is obtainable only through The Record Newspapers, Troy's sole dailies . . . it is yours at the low cost of 12c per line.

THE RECORD
THE TROY RECORD •
THE TIMES RECORD
NEWSPAPERS

J. A. VIGER, Advertising Manager

DOING A *No.* 1 JOB

How would you do all three of these:

1. REALLY save newsprint
- yet 2. Do the best job for the reader
- and still 3. Keep giving the advertiser his money's worth

That's the publishers' No. 1 headache today. Some have sacrificed one thing. Some have sacrificed another. We think The Pittsburgh Press has done all three with no appreciable sacrifice of anyone's interest.

1. *How we have saved newsprint*

We *have* saved it: Nearly 7,000,000 pounds (13% less in 1943 to date than in the same period of 1941), although both daily and Sunday circulations are substantially larger than two years ago.

We have resisted the natural temptation to let circulation "boom."

We have cut distant circulation to the bone.

We have cut out returns . . . daily and Sunday.

We have eliminated Sunday pre-dates.

We offer no prizes, no premiums, no contests.

We limit our editions to three a day.

We have cut the size of classified (although we are No. 1 in classified).

We have drastically cut free copies and tear sheets.

No. 1
IN PITTSBURGH
IN DAILY CIRCULATION
IN CLASSIFIED ADVERTISING
IN RETAIL ADVERTISING
IN GENERAL ADVERTISING
IN TOTAL ADVERTISING



The

ON THE PUBLISHERS'

No. 1 Headache

2. How we do the best job for the reader

We have held the decrease in editorial space to a moderate one.

We have kept The Press first, in reading time, among Pittsburgh papers.

We have given the most complete coverage of the war and the domestic scene.

We have permitted no weakening in editorial policy or performance.

3. How we are giving the advertiser his money's worth

We have concentrated circulation in the rich trade area where every copy counts.

We have kept The Press preferred reading in 70% of the newspaper reading homes in metropolitan Pittsburgh.

We have obtained five-day options from national and cooperative advertisers, to give everyone a better chance.

The upshot of these and fifteen other steps is that, in spite of the war and all difficulties, The Press is actually bought by more people in Pittsburgh today at 4¢ than last year at 3¢, and at 12¢ on Sunday than at the previous 10¢ price, and it remains in No. 1 place in retail, general and classified advertising.

Thanks for your help. We promise any future restrictions will be imposed equitably and with maximum advance notice.

Pittsburgh Press

Represented by the National Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Detroit, Memphis, Philadelphia and San Francisco.

NOVEMBER 20, 1943

[51]



Because of a WPB ruling against dummy packages, Personna recommends that related shaving items be shown with displays of blades. The Personna jewel case (center) has in it a razor, set at an angle for maximum visibility, beside a red plastic gem.

Sales Strategy That Won Distribution In Major Markets for Personna Blades

Seizing the opportunity offered by rapid increases in purchasing power, Personna Blade Co., with a quality product selling at substantially higher prices than its competition, blends promotion and advertising to win jobber and retailer push in 154 city-areas.

BY LEE M. SOHN

General Manager, Personna Blade Co., Inc.
New York City

IN the Summer of 1942, the Personna Blade Co., Inc., subsidiary of the Pal Blade Co., Inc., New York City and Plattsburg, N. Y., took what was considered a revolutionary step in the marketing and merchandising of razor blades.

Generally, razor-blade selling has been (and still is) identified with the price factor. Numerous brands could be found to retail in packaged units at four for 10 cents, ten for 25 cents, fifty or more for \$1. Varying claims regarding the quality of these blades have been made. Regardless of brands, the product has been pretty much standardized in the popular-priced bracket of about 2 cents per blade.

For several years before the entry of this country into World War II, the makers of the Pal Blade had been manufacturing the Personna Precision Blade in a limited way and distributing it in a very limited market. The company held the belief that men, in all walks of life would buy a really good, top-quality blade and pay more for it, if they could be sure of getting better shaving results from it. That

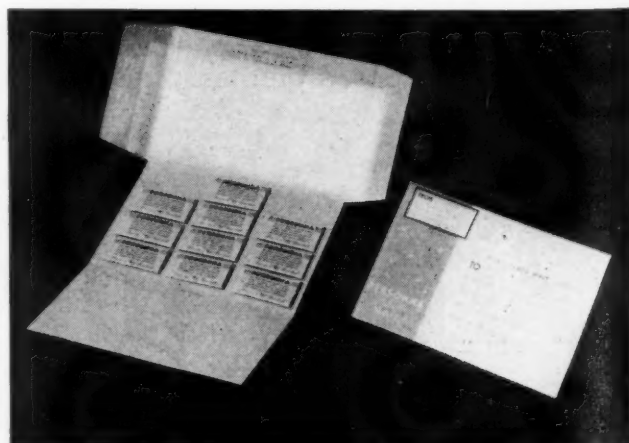
this belief was well-founded was indicated by the fact that even though the distribution of Personna was limited, and no special promotion was put behind it, men were buying this blade at the price of ten for \$1—and coming back for more.

Of the 44,000,000 men who shave, it seemed likely that a substantial percentage would respond to quality rather than quantity in blades, and that the rise in the American standard

of living would embrace shaving equipment as well as other commodities; and that the men who respond to quality in other commodities would also be willing to buy razor blades at the rate of ten for \$1.

To justify such a price, it was obvious that the blade must be of top quality. In a blade quality begins with Mother Earth. Swedish steel, produced from the purest ore in the world, is used in Personna blades. Rigid care is taken in the many steps in the production of the blades, to ensure *uniformity* of quality. They are virtually custom-built, for it is realized that only the best that modern skill, research and precision manufacture will, in the final test, bring men back to retailers for their second packages of the product. Hollow-ground by a patented method, leather-stropped, and made by skilled craftsmen, the blades were (and are) as good as we can make them. Each one is subjected

There is space for writing above and below the blades in this Personna Blade mail envelope. When closed the package may be sent through the mails like any other letter, for six cents.



P.S.

*

3

Here is something else you should know about the forthcoming semi-monthly issues of **AERO DIGEST**.
(Effective January 1, 1944.)

1 Each issue (1st and 15th) will follow the same editorial formula, excepting improvements future developments may warrant. **AERO DIGEST** and 'Aviation Engineering' will not be published as separate magazines.

2 For the duration, an **AERO DIGEST** advertiser may use only one issue each month.

In order to maintain constant size and to avoid unbalanced editorial make-up, the publisher, cooperating with the advertiser, reserves the right to determine in which issue advertisements are to appear. Once determined, however, the cycle will remain consistent throughout the life of the contract.

Thus we arrive at a **PERFECTLY SIMPLE*** and **POSITIVE SOLUTION*** of the problems of better balance, improved AD-visibility, more thorough readership, and increased editorial and advertising value.

AERO DIGEST — with these changes in the interest of advertisers and readers — will further strengthen its coveted position as **AMERICA'S PREMIER AERONAUTICAL MAGAZINE**.



TO SERVE YOU BETTER . . .

A VITAL FORCE IN A VITAL INDUSTRY

AMERICA'S
PREMIER
AERONAUTICAL
MAGAZINE



PRODUCTS OF AN ORGANIZATION
SPECIALIZING IN AERONAUTICAL PUBLICATIONS

515 MADISON AVE., NEW YORK 22, N. Y.

"IT'S THE MAN FROM
THE MARCH OF TIME,
GENERAL. HE WANTS
A STATEMENT ON
YOUR COMING DEFEAT."



THE MARCH OF TIME got so popular partly because it brings Americans so much eye-and-ear-witness news...straight from the people who make news...straight from the places where the news is born—from all over the world! Tune in and hear for yourself...

10:30 PM (EWT)
EVERY THURSDAY NIGHT
OVER
THE RED NETWORK

THE MARCH OF
TIME
SPONSORED BY
THE EDITORS OF
TIME



"With your experience I'd suggest a job with the Government rather than a business concern!"



to seventeen different inspections before the consumer package is safely tucked into the shipping container.

With America's entry into the war we, like every other manufacturer, wholesaler and retailer, were confronted with the common problem of how to hold up dollar volume with less basic material and, therefore, less goods to sell. The Pal Blade Co. (parent organization, manufacturing the Pal Blade) heeded this opportunity to launch Personna so that it would become a real factor in the market.

This was an auspicious time for such a move. Consumer goods were becoming scarcer. Income levels were skyrocketing. A sellers' market was rapidly becoming a picnic ground. This economic condition would surely shorten the span of acceptance for the Personna blade, initial distribution being achieved for it inside of months (instead of years) during this period of abnormality.

Before then, razor-blade selling had been for the most part "on call." Drugstores, groceries, hardware stores, confectioners, cigar stores and stationers generally kept blades out of sight. Display, if any, was usually

at spasmodic intervals only.

Since few men had heard of the Personna blade, it was necessary to start from scratch to win recognition for it from the wholesaler, retailer and consumer. The first step in this direction was that of getting the product displayed. We felt that display methods for such a product should embody a sense of showmanship. We wanted not merely spasmodic display, but displays which would be permanent, and which would induce the retailers to promote—and continue to promote—the product. We felt that both retailers and wholesalers would be receptive to our plan, especially in view of the fact that it would enable them to make up in dollar volume what they were losing in blade volume.

Sounding out wholesalers and retailers in several sections of the country indicated that they would respond to the program we were considering. About fifty who were shown a sketch of a display unit we thought of using said that they would use it, and that they would even welcome it. This was not surprising, for much thought went into the development of this unit, which was designed to

SALES MANAGEMENT

dramatize and glorify Personna blades much as fine gems are displayed in museums.

The unit, which has since come into general use by Personna dealers, is made of light wood and a plastic case in which, about an inch apart, are a red jewel-like plastic gem and a Personna razor. The appearance of the blade is made more striking by virtue of the fact that it stands erect on one of its four corners. Beneath the plastic part of the display, on the wooden section, are stenciled the words, "Fine as a Rare Jewel." This slogan is used extensively in advertising and promoting Personna blades. In order to receive one of the display units (which are furnished gratis), a dealer must order a least two dozen of the packages, containing ten blades and retailing for \$1. The supply of the initial thousand units was quickly exhausted. Since then, approximately 40,000 have been distributed to dealers. It has been estimated, through surveys, that about 75% keep them permanently on display.

Those initial orders were turned over to jobbers. And this was the first step in an aggressive campaign to win the cooperation of jobbers. From then on a wide range of promotional help was offered to them, support to enable them to overcome the natural and almost universal objections from retailers: "too high-priced for my trade;" "no blade is worth a dime;" "I haven't time to push it;" "I haven't the help;" "I'll order if I'll get calls."

Proves Job Can Be Done

Our campaign took the form of first sending out crews of detail salesmen, each headed by a regional director, to key cities. These men called on retailers and appealed to them as shavers themselves, presented the arguments in favor of the product, offered them the "Fine as a Rare Jewel" display unit, and told them about the support, in the form of consumer advertising, to be given as soon as distribution had been assured. Orders thus obtained were turned over to jobbers operating in these territories. We were showing the wholesaler that the job *could* be done. Even in Missouri we showed it.

One of the most helpful aids given to the wholesaler early in the campaign was a series of broadsides, to be mailed by the jobber. We imprinted these with the jobbers' names and paid the postage. All they had to do was to address and to mail them. These broadsides served two purposes: to pave the way for the calls of wholesaler-salesmen in behalf of Personna, and to bring mail orders

from retailers, especially those on whom salesmen might call only rarely, if at all.

These broadsides were printed in four colors on good stock. Each one had attached to it a business reply card addressed to the jobber. Each also referred to consumer advertising and reproduced some forthcoming copy; and each also showed pictures of display helps available, notably the Jewel Display Case. Each also had some special theme. One, for example, had on its front cover a greatly enlarged illustration of a Personna

blade, together with an illustration of three large plums in natural color, with the headline, "EVERY MAN wants BETTER SHAVES," some text descriptive of the care going into the manufacture of the blades, and a subhead, "Are YOU cashing in on this profit plum?" The inside contains a montage of the mastheads and covers of publications carrying Personna advertising and illustrations of Personna packages and the display aids available—all in color. On the back cover, which incorporates the business-reply card to be returned to the jobber,

12,367 WHOLESALERS *Solution to Post-War Problem No. 1*

There has been a steady decline in the number of businesses since the onset of the war. Ambitious post-war plans will have to wait upon the re-establishment of adequate outlets.

Sales executives have indicated sharp struggles for key distributors, with much switching and distortion of former established lines. Distribution at the wholesale level will be the first post-war problem.

The following wholesalers, jobbers, manufacturers' agents, mill supply houses, etc., are reached by DUN's REVIEW. This analysis is based on a name-by-name check of the entire circulation. It is not a projection of a sample:

	WHOLESALING NAMES BY SIZE OF COMPANY				
	\$125M—Over \$1,000,000	\$20M— \$125M	Under \$20M	All Other	Total
Owner, Partner, Chairman	233	406	140	152	931
President	2,077	1,838	304	972	5,191
Vice-President	228	119	12	75	434
Treasurer, Secretary	568	388	71	244	1,271
General Mgr., Mgr., Sales					
Mgr., Factory Mgr.	518	155	36	169	878
District and Branch Mgr.	224	5	3	28	260
All Other	1,318	1,048	339	697	3,402
TOTAL	5,166	3,959	905	2,337	12,367

It is believed that the 5,166 wholesalers, above, rated over \$125,000 represent more than 85% of the top-rated wholesalers of the country.

If your products serve business and industry, and you desire to cultivate wholesale channels, the advertising pages of DUN's REVIEW provide a direct approach to their chief executives.

The magazine covers the leading "consumers" in manufacturing and business through 20,092 presidents and more than 30,000 other executives. If you want a "strictly business" audience at both the wholesale and consumer level, why not try the pages of DUN's REVIEW? Send for detailed circulation breakdown, advertising rates and evidence of profitable returns.

DUN'S REVIEW

PUBLISHED BY DUN & BRADSTREET, INC.

NEW YORK
290 Broadway

CHICAGO
300 W. Adams St.

BOSTON
80 Boylston St.

SAN FRANCISCO
300 Montgomery St.

LOS ANGELES
607 S. Hill St.

are excerpts from testimonials from Personna converts.

To coordinate still further the advertising and merchandising of the product, special broadsides were furnished to newspapers in those markets where advertising was scheduled. These contained reproductions of copy to appear during the campaign. Space was left for the newspapers' individual imprints and the starting dates of the local campaigns. The newspapers were asked to mail these to the retailers through whom blades might be sold in their marketing areas.

The "rare jewel" theme runs through all the display material offered: the wood-and-plastic display case, the three-panel window display unit in four colors, the smaller display panels for use in windows or on counters, and the smaller counter cards. Some of these display cards have slots in them for the cartons.

A problem faced now by dealers is the WPB ruling against the use of dummy packages for displays. The men who install Personna displays for the company are instructed to endeavor to induce retailers to include at least a few packages of the product in their displays, and to augment them with related merchandise, such as

shaving creams and lotions. The plan has worked well, since it helps the dealer to raise his volume through the sale of both Personna blades and kindred articles.

Some, at least, of the favorable acceptance Personna has met should be credited to the way in which it is packaged. First, there is the standard package containing ten blades, which retails at \$1. The maroon and white carton is sturdy, yet attractive enough to lift the product into the gift category. Each blade in it is triple-wrapped, first in waxed paper to which a drop of oil has been added, as befits a "precision instrument;" then in a paper envelope attractively lettered and decorated in the maroon-and-white family color scheme; and finally in an outer cardboard folder which is also pleasingly decorated. The outer carton is reinforced with an extra layer of maroon cardboard on the bottom and sides.

Dealers Like Gift Packages

Then there is a larger package, retailing at \$5, which contains five of the \$1 units. It is also maroon and white, and relies on ruled lines and letters for decoration. To aid dealers in their promotion of the package as a gift, they have been furnished with special mailing cartons on which, in maroon-colored ink, there are lines for the address of the recipient, and the sender's name and address. These cartons may be stored flat, to take up a minimum of room on dealers' shelves.

One of the best features of the \$5 package is the fact that the individual \$1 packages may be removed at will and sold separately. In stocking them, therefore, dealers who could move such relatively high-priced units only in the holiday season are not afraid of being "stuck" with a lot of gift merchandise at the close of the holiday season.

Another gift package which shows signs of being enthusiastically received is an envelope carton called "Personna Blade Mail," decorated with red and blue lines and lettering, and with white stars on a blue background. It holds ten Personna blades, and retails at the standard price of \$1. It has space in it for a letter. The envelope when closed measures $4\frac{3}{4}$ inches by $6\frac{7}{8}$ inches, and may be mailed to any point in the United States or overseas for 6 cents. The triple-wrapped Personna blades are pasted to the inside of the envelope. This item is aggressively merchandised to the trade. The standard shipping container for one dozen of these "Blade Mail" envelopes is itself a counter

display unit, the cover of which forms a background bearing drawings of a sailor and a soldier, the advertising messages, "Send him a letter," and "Send him Blades," and other descriptive text.

Dealers are also furnished with easel-type display posters in blue and white, bearing a list of items service men have requested (in surveys) as Christmas gifts, together with a reproduction of a UP dispatch saying that members of the armed forces want, as their No. 1 gift choice, letters from home. This gives point to the illustration, also on the poster, of an opened "Blade Mail" piece with a letter handwritten in the space above and below the array of blades, a curved line leading from "Fine Razor Blades" on the long list of items to a Personna blade on the opened piece of "Blade Mail." A drawing of a Personna blade and one showing the mailing carton for the \$5 package are also shown on this point-of-sale dealer help.

Personna advertising, handled by The Wesley Associates, New York City, is appearing in 161 cities in 154 major markets, once a week on Sundays in all of them, and twice a week in some. It also appears in such magazines as *Esquire*, *Fortune*, *Life*, *Look*, and the magazine supplements of the *New York Times* and the *New York Herald-Tribune*. The copy is chiefly of the informative type, characterized by such phrases as "Slow-processed from Swedish Steel . . . Hollow-Ground . . . Micro-inspected for uniformity." Though consumer advertising got under way only in May, consumer satisfaction is being translated into sales and testimonials. Unsolicited testimonials coming in at a gratifying rate seem to indicate that we are traveling the high road to our objective of a post-war future built from pre-war blueprints.



Big sales in
New Britain

HINGE

on regular
advertising
schedules in
the
Herald

NEW BRITAIN HERALD

NEW BRITAIN, CONNECTICUT
The Hardware Center of the World

STORY, BROOKS AND FINLEY, Representatives

Historians may question whether canny Peter Minuit actually purchased Manhattan Island for \$24 . . .

But there's no question about the sales-influence canny advertisers are buying in the rich mid-west region served by the Cowles Stations. Blessed by Nature with the world's most productive farm land, this area includes:

16 wholesale centers, over 25,000.

80 retail centers, 5,000 to 25,000.

601,543 farms, each a war-industry in itself.

1,387,690 radio homes (daytime primary) with population-total of 6,000,748.

To this entire region, Cowles Stations beam your advertising at group rates as low as \$61.50 for a daytime quarter-hour on three stations . . . truly the BIG BUY of 1943.

THE BIG BUY OF 1943
\$61⁵⁰*

★ A DAYTIME QUARTER-HOUR ON THREE STATIONS

*The
Cowles
Group*

THE BIG BUY OF 1626
\$24⁰⁰

Manhattan

THE
COWLES
STATIONS

AFFILIATED WITH THE
DES MOINES REGISTER
AND TRIBUNE

WMT

CEDAR RAPIDS
WATERLOO

KRNT

DES MOINES

KSO

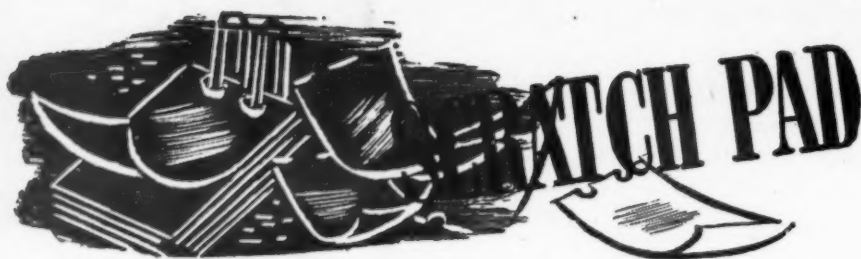
DES MOINES

WNAX

SIOUX CITY
YANKTON

GEARED FOR RESULTS

REPRESENTED BY THE KATZ AGENCY



A year from today, the country will know whether or not the Roosevelt Dynasty shall have been returned to power for another 4-year term. Between now and then, we shall be importuned by both sides. Argument will be piled on argument, until you realize that the nicest thing about a

radio is the control-switch.

* * *

If I may judge at this early date by the applause in our local movie-house, mainly by youngsters who can't remember any other President, the grant is already "in perpetuity."

*No other broadcaster
can make this claim!*

**Only way to reach
the 5,000,000
radio listeners
of Michigan is
with the Michigan
Radio Network**

There is a moral in this for advertisers. "Roosevelt" is a magic trademark stemming from Theodore the First. It is doubtful if "Washington" and "Lincoln" have had more mentions in American history.

* * *

My personal candidate for the Loyal Opposition is a man whose qualities are of the finest, but whose name hasn't had time for the build-up needed to win: Eric Johnston, chairman of the United States Chamber of Commerce. Even F.D.R. thinks Eric is a sharp chick.

* * *

An anonymous contrib asks: "Since when have inanimate objects taken to eating and drinking?", and then proceeds to quote the title of an OPA directive: "Restaurant Maximum Price-Regulation 1—Food and Drink Sold for Immediate Consumption by Dining-Cars."

* * *

For the trifling sum of 98 cents, Stravon Publishers (New York) offer a book on "How to Write Love-Letters." I'll warrant that a lot of men who have lived to hear their *ardentia verba* read in court wish there had been a book on how *not* to write love-letters.

* * *

Aside to Frances Langford: As a long-term fan, may I remind you that nothing louses-up a song more than optional notes?

* * *

Clare Boothe Luce, whose "globaloney" received wide mention, pulled this cute one on an "Information Please" broadcast. It apparently went unnoticed: "Arsenic and Old Luce."

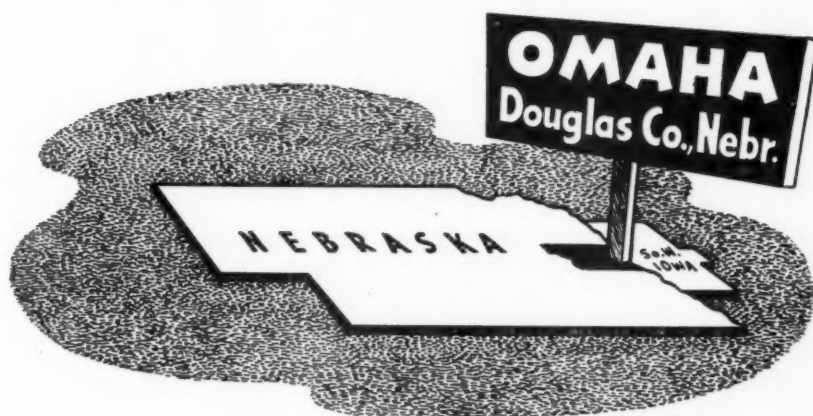
* * *

Mills Retail Store, Philadelphia, used a headline New York's R. H. Macy would have liked: "Even when money is plentiful, it's smart to be thrifty." Macy would have liked it even more in quotes.

* * *

Add Ad Libs by P. K. Thomajan: "The day of ballooning products with a lot of hot air is past" . . . "Successful lines of copy are usually barbed with some catchy, ego-getting quirk" . . . "Never make the public see red, then offer it pink tea" . . . "Advertising space: Vacant lots on which business-prospectors stake claims" . . . "There's nothing like a tangy idiom to ignite a pile of dry wordage with the vital spark" . . . "Some advertising achieves an acceptance that gives it a streamlined right-of-way, while other advertising appears as an outright *detour-de-force*" . . . "Verbal deletions are often better than verbal dilutions" . . . "Your copy

Douglas County, Nebr., (OMAHA) 2ND in NATION in Increased Buying Income, Per Capita!



(Sales Management
survey, 9 Mos.,
'43 vs '42.)

The second hottest spot in the nation, for the first 9 months of 1943, is Douglas County, Nebraska (OMAHA!) This is shown by Sales Management Magazine's recent survey. Omaha's record is for Per Capita Dollar Increase in Buying Income! Only one other county in the entire nation did better.

And, remember, Douglas County is typical of the other 92 Nebraska counties and 10 Iowa counties in the Omaha market!

This means many millions of dollars of EXTRA Spendable Wealth!

Here's More Proof: Omaha Bank Deposits are today at a new all-time high!—\$41,000,000 increase the last 3 months!

And, Still More: This area's Farm Income has never been as high as now! 60% above a year ago! 55% higher than the national average!

INVEST YOUR ADVERTISING DOLLARS WHERE SPENDABLE INCOME IS GREATEST!

Especially when it is so easy to do a real job in that market! **Here—ONE** newspaper . . . at ONE low cost . . . gives you remarkable coverage:

96.3% coverage of Metropolitan Omaha
. . . 100% coverage of every worth-while home . . .

76% coverage of the 50-mile Retail Trading Area . . .

69% coverage of 40 Nebraska cities over 1,000 . . .

45% coverage of the entire 103-county Nebraska and South Western Iowa market!

DAILY, 192,110; SUNDAY, 185,691 ABC. 12 Months' Average Ending March 31, 1943

Omaha WORLD-HERALD
One of the Nation's Great Newspapers

Owners and Operators of Radio Station KOWH

O'MARA & ORMSBEE Inc., Nat'l Representatives: Chicago • New York • Los Angeles • San Francisco

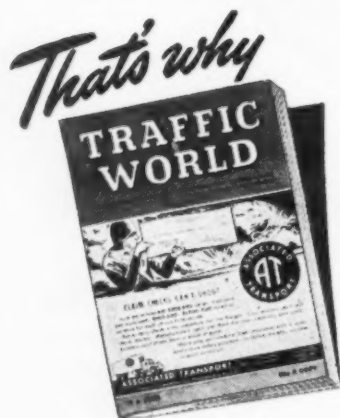
NOVEMBER 20, 1943

[59]

PERSONNEL CHANGES



MEAN NEW TRANSPORTATION and TRAFFIC EXECUTIVES



**IS NOW MORE
IMPORTANT THAN EVER**

**Its Broad Coverage —
Intensive Readership —
\$1500 Subscription —
assures a responsive
market for your
advertising**

Write today for more detailed information, sample copies, and FREE 50-page manual entitled, "A Guide to Effective Freight Transportation Promotion."



adept drops a string of thought into a theme and suddenly there appears upon it a cluster of crystal-clear expressions."

* * *

The Cleveland *Press* sums-up the paper-situation neatly: "We'd be willing to live in a nest of 'type-lice,' or chase all over hunting a left-hand monkey-wrench or a bottle of Ben Day dots if Elmer or somebody else would dig-up that fictitious scourge of new newspaper-employees . . . the paper-stretcher."

* * *

N. W. Ayer has pioneered in many things, such as the 15% agency-commission (later changed in that shop to 16 $\frac{2}{3}$ % on the net). Now it offers another first, the oft-discussed signing of advertisements by the agency in addition to the signature of the advertiser. First Ayer client I have noticed welcoming the innovation is Webster-Eisenlohr, the cigar people.

* * *

I began to reflect on how many advertisements any agency would be willing to sign. The percentage of copy coming through pure and undefiled is less than it was twenty years ago. In those days, it was customary for a client to say: "You're the doctor. That's what we pay you for." The intervening years have developed so many "experts" among advertisers, it is rarely that any copy is printed precisely as presented. Even when copy-changes are "minor," they are nevertheless changes. Not that they work any real harm to the original version, but they do show that the patient knows better than the doctor. It is any client's prerogative.

* * *

The Philadelphia *Evening Bulletin* relates a story told by Horace A. Tucker, of the American Rifle Association, at a sportsmen's dinner in Washington. I hope you find it as funny as I did. Said Mr. Tucker: "Lion-hunters have strange adventures. One of them actually told a story here that went like this:

"And then, Gentlemen, unarmed as I was, I met a magnificent lion face-to-face. He lashed his sides with his tail, gave a loud roar, and jumped. But he missed me (his jump was too high) and slunk off into the jungle.

"Next morning, we started out to track the monster down. We found him inside an hour. He had cleared a space under some trees and was practicing low jumps."

* * *

And now, here is Mort Friedman to liven-up a dull afternoon: "Comparison of the American to the Jap shows the difference between a Yank and a jerk" . . . "We have it on good

authority that the meat shortage will ease up soon after our pilots get through making Hamburg out of Berlin" . . . "Did you read where the president of Life-Savers bought the Blue Network for \$8,000,000? We always felt that guy had made a mint" . . . "Conservation of material has its good points. Now consideration is being given to cutting dresses lower in front. Lots of government projects aren't worth checking up, but this one will be worth looking into" . . . "We're still pooped from the rigmarole of filing our income. This doesn't necessarily corroborate the opinion of our wife's family that she married an income-poop" . . . "Would you say that the Japs are becoming dis-Aleutianed about North American conquest?"

* * *

Love's Labour's Lost Dep't: "The safety committee of the Salt Lake City Council of Women has struck at what it declared the country's unhealthiest habit. It has recommended a moratorium on kissing for the duration."

News-item.

* * *

During the early Fall, few gags had wider circulation than the one about what the wolf said of the sweater-girl: "All that meat for two points?"

T. HARRY THOMPSON

106,828

**1940 Population of
GREATER
JOHNSTOWN
PENNSYLVANIA**

• • •

**Virtually Complete Cov-
erage of the Entire Trad-
ing Area — 345,869 — is
Afforded Only by the**

**TRIBUNE
AND
DEMOCRAT**

SALES MANAGEMENT

To lick the New Haven market use the deadly SHORT jab!

You can swing from the floor, trying for a haymaker! But markets, like fights, are usually won by the steady, deadly short socks that can't miss!

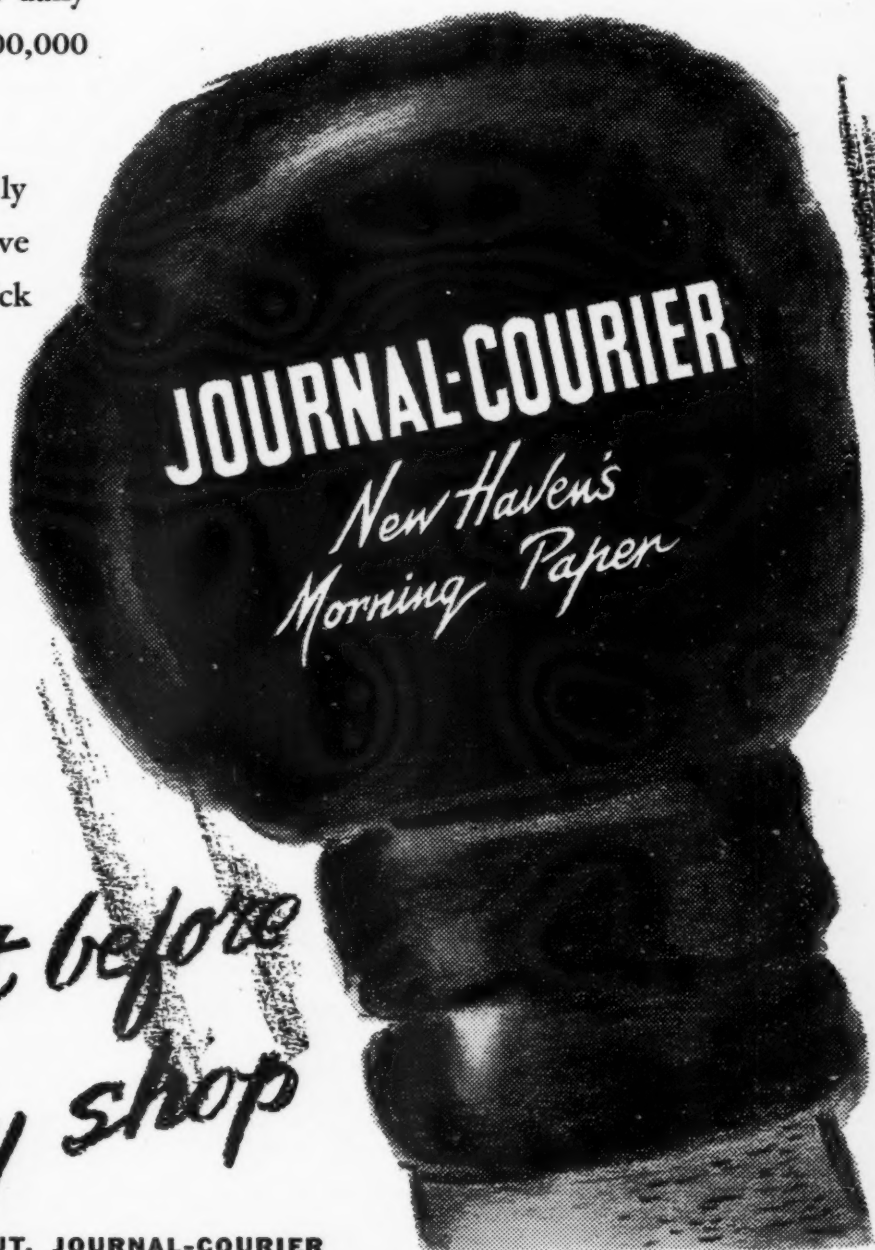
Journal-Courier circulation—92% of it—hits *metropolitan* New Haven homes a *short time before* daily shopping . . . makes 100,000 contacts a day.

It's the *punch*—the deadly *short* jab—you must have in your repertoire to lick this big market.*

Yes, Sir! It's a "MUST" today—to include the Journal-Courier on your list!

* New Haven is near the top of the list, of all United States cities, in war goods produced *per capita*.

*Hits just before
they shop*



THE NEW HAVEN, CONNECTICUT, JOURNAL-COURIER

NOVEMBER 20, 1943

[61]

West Coast Appliance Distributor Finds Survival in New Lines

Thompson & Holmes, San Francisco, took on furniture, radio parts, housewares and toys, among other products, and applied to them the selling "know how" amassed during years of successful appliance promotion. They expect to retain their wider-line policy.

MANY large distributing firms, finding that there was nothing to sell when priorities hit the market, hastily looked around for life-saver merchandise to tide them over the war and to keep them going until they might return to normal business.

Conversion is not news any more. But conversion with a plan aimed at post-war expansion, with every wartime sales effort thought out for its contribution to a groundwork for expanded sales when peace returns, is an objective many top sales managers are struggling towards right now.

Thompson & Holmes, Ltd., appears to be well on the way to realizing this objective. This leading Pacific Coast wholesale distributor of household appliances, which was formed nearly 15

years ago, with the consolidation of two older firms, Frederick A. Thompson and Holmes and Crane, and now has executive offices in San Francisco, before Pearl Harbor had successfully sold radios, refrigerators, washing machines, vacuum cleaners, gas ranges, gas and oil circulating heaters, and small electric appliances. Now they are distributing some two dozen items in the household field, ranging all the way from furniture to brushes, paints and polishes, from crib pads and mattresses to toys and dolls.

Caleb Sharrah, vice-president and general manager of Thompson & Holmes, has this to say: "If anyone had told us two years ago that by the beginning of 1943 we would be without any of our accustomed merchandise to sell, we would have passed out. For-

tunately, the change came gradually and our merchandising machinery was so geared that business could progress without any appreciable jar. When appliances were frozen and it became evident that we would have to take on new lines to survive, our executives made two important decisions: (1) we would stay in the household field; (2) we would take on lines which we could continue after the war as an addition to our post-war appliance selling."

Thompson & Holmes always had been a specialty house, with salesmen trained to promote specialty items. There was no intention of altering the former character or sales approach. Although many small miscellaneous items were taken on, any items which would classify the firm as a "catalog house" were avoided. Particularly, did the firm guard against any "catalog psychology" in selling. This meant, of course, careful sales presentations and thorough training of the sales force to cope with new selling problems. All temptations to short-range activities were rejected in favor of a program which was, it is true, a survival plan, but at the same time one which laid foundations for post-war expansion.

... and Sales Increase

The success of the program has justified the thinking behind it. Sales volume immediately increased. The increase, an important one, was due to the fact that new lines were added to what the firm still had left of its former merchandise. But now that the latter is exhausted, there has been little, if any, decrease in dollar volume of sales.

One by one as the merchandise the firm had been used to selling became unobtainable, new merchandise was added, such as furniture — tables, dinettes, chairs and occasional furniture; radio parts and tubes; glassware; crockery and china; baby furniture and accessories, such as crib pads and mattresses; housewares, including brushes, paints and polishes; ice boxes; toys and dolls; world globes in a dozen different models and prices.

With a reduced sales force, N. J. Etienne, sales manager, and other company executives had to figure out how to reach new dealer markets with so much new merchandise. The solution turned out to be a clever use of direct mail in conjunction with the salesmen's personal efforts.

New prospect lists had to be built up for the new lines. This was done in several ways. Salesmen out in the field personally developed prospects within their territories; sales department heads culled likely dealers from available



WICHITA First in the BOOMING SOUTHWEST!

In total dollar increase of effective buying income per capita,* Wichita, Kansas, is **FIRST** in the great Southwestern Empire—and second in the United States! With retail sales above \$16,000,000.00 it's easy to see why Wichita, home of KFH, is the number one radio market in the U. S. A. KFH, that selling station in Wichita, 5000 watts full time, can do your sales job in this rich market. Remember, too, that Wichita's wartime industries are peacetime industries—you buy both the present and future with KFH.

*Reference, Sales Management's November 10th issue, Marketing.



THAT SELLING STATION IN KANSAS'
BIGGEST • RICHEST • MARKET

K F H

WICHITA, KANSAS

CBS 5000 WATTS DAY & NIGHT

See any Edward Petry Office

How America is using one of its greatest war weapons



When War struck, the United States had one asset unmatched by any of our enemies or our allies.

This asset was the enormous number of our people who listened to the radio as regularly as they ate their dinner and supper . . . and who could be reached with vital war messages every day of the year.

This audience consisted of about 100 million citizens whom the Government could *count on* to turn to their radios—not just *hope* that they would.

Today, for example, the Government knows that from 25 to 30 million people will listen to Fibber McGee & Molly . . . 23 to 25 million to the Lux Radio Theater . . . 23 to 27 million to Jack Benny . . . and so on down the list.

This audience was built over the course of years by American business. It could not be duplicated quickly, no matter how much money was spent.

Business did this

In generous measure, business has turned over this powerful weapon to the Government, to be used to spread messages necessary to the successful prosecution of the war.

More than \$90,000,000 worth of time and talent was donated to the Government in 1942. At present, approximately \$8,000,000 worth of such time and talent is being donated each month.

In large part these radio programs are produced and the war messages in them are written by the advertising agencies of the country. And the number of these separately written and conceived messages runs into many thousands.

For instance, in 1942 some 600,000 individual programs carried war messages. In addition to these, the stations themselves broadcast more than 5½ million war announcements which appeared between programs rather than as part of them.

In terms of *actual broadcast time*, the figures are almost incredible. In June of this year, the latest month on which data is available, American radio stations broadcast war messages—ranging from 18-second spot announcements to 90-minute live broadcasts—that *totalled up to more than 18,000 hours, more than 750 days, of listening time.*

Now these millions of messages—which inform Americans of things they can and should do—are not the only way in which radio has helped us fight a better war.

Like the American newspapers and magazines, radio has made America aware of the seriousness of our struggle in other powerful ways.

Using news from all over the world supplied by the great American newspaper services as well as by its own news gatherers, radio has given this country hour-by-hour coverage of the war.

Each week the 911 American radio stations now on the air broadcast an average of 18 hours and 26 minutes of news. The four major networks, alone, have 97 newscasters, devote approximately 87 hours per week to news and comment on the news.

Like the newspapers and the magazines, radio has brought home to us our enormous task through stories told by our front-line fighting men. It has helped expose enemy propaganda. It has related the achievements, and problems of American production. **It has enabled 100 million Americans to gain inspiration and knowledge by listening directly to the leaders of our country and our Allies.**

(continued on next page)

(continued from preceding page)

Uncle Sam did this

Radio's contribution to the war has not been a one-sided affair with the radio industry doing all the giving and Uncle Sam all the receiving.

Working with the War Advertising Council and the men and women in the radio business, the Government developed the Network Allocation Plan, under which war messages are weighed according to their urgency and importance.

The Government also set up, first under the OFF, later under the OWI, its own radio production group. To this group came many of the ablest radio men in the business—experienced producers, script and commercial writers, actors, engineers, technicians, and executives.

Aided in many instances by their old friends in the advertising agencies, the radio stations, and the radio networks . . . in other instances working completely on their own . . . these men have done a great job, both on the home front and overseas.

Here at home they have created and produced a number of top-flight programs. One of these was "You Can't Do Business With Hitler," carried at its peak by 703 stations. Another is "The Treasury Star Parade," currently heard over some 900 stations each week.

The overseas job is very complex. Here, in the words of Elmer Davis, "we have four audiences—the enemy, our Allies in both the free and occupied nations, neutral countries, and the American armed forces."

The soldiers and sailors want, and get, news from home, music and shows they'd be listening to if they were here. The news programs are amazingly complete.

The other three audiences—the Allied countries, the neutral countries, and the enemy—are told the story of what America is doing and getting ready to do. They are told the story of American production and that we are going to win.

The program that carries this information to the world is called The Voice of America. It is broadcast 24 hours a day, seven days a week, in 26 languages, over 30 short-wave transmitters. It is also carried over medium and long-wave stations in England, Africa, and Sicily. The theme song is "Yankee Doodle."

Numerous other overseas programs report, from many angles, on the American scene. One gives profiles of American leaders. Another replies to questions asked by the English man in the street about America. Another tells the story of the American states. A weekly report from Minnesota goes to Sweden.

Some of these programs are live broadcasts; others are shipped abroad for broadcast on records. Since October, 1942, the OWI has sent records abroad in Afrikaans, Arabic, English, Flemish, French, Icelandic, Italian, Persian, Portuguese, Spanish, Swedish, and Turkish.

Our radio ambassadors

Since these programs are radio "ambassadors," the Government has taken great pains to see that they are prepared according to the best standards of American radio.

This means the highest radio standards in the world. As any American who has lived abroad will tell you, American radio programs are more intelligent, more entertaining, more skillfully presented than those of any other nation.

The big reason for this is that in America radio is a competitive, business enterprise—in other countries, government supported.

In America, because a program *has* to get listeners if it is to sell goods, great ingenuity has been exercised to improve programs. Abroad, since radio doesn't have to *pay off*, such ingenuity has been less evident.

In England, France, Africa, the Near East, the Far East, Australia, and nearly every other allied or neutral land, American radio programs are eagerly awaited; are helping us to become better liked and better understood by the rest of the world.

As time goes by and peace comes, radio can well increase this neighborliness that more and more people are feeling toward us.

But if radio is to accomplish this, the men who prepare the programs must realize that along with the freedom to talk to the people of other nations comes a grave responsibility . . . the responsibility for representing democracy as democracy deserves to be represented.

If this is done, radio will be a great help in knitting together a democratic fraternity of nations . . . in making sure that the "One World" of the future is an understanding world and a free one.

YOUNG & RUBICAM, INC. Advertising

New York • Chicago • Detroit • San Francisco • Hollywood • Montreal • Toronto

► This is the third of a series of three advertisements which discuss the wartime services and the wartime importance of America's three great media of public information—newspapers, magazines, and radio. It has appeared in the New York Times, New York Herald Tribune, Chicago Daily News. It is also appearing in Newsweek and an appropriate group of trade papers.

lists in the various trades; and many new contacts were made during the semi-annual furniture markets held in San Francisco at the Western Furniture Exchange and at the American Furniture Mart in Chicago.

The prospects for the new merchandise might be entirely different outlets from those formerly sold, or they might in some instances be the same dealers. Thompson & Holmes had the double task of keeping regular accounts in business, and adding to the list of accounts on the new products.

Although a persuasive direct mail system which brought a letter a week to accounts and prospects on a regular schedule was developed, the field sales force was still depended upon for the bulk of the business. The sales letters and the salesmen's efforts are closely tied together.

Direct Mail & Sales Effort

Here is a typical letter presentation: It consists of a mimeographed letter, an illustration sheet, and a business reply postal card. Headed, "Something New Has Been Headed," the letter continues:

"Yes, another new line for Thompson & Holmes, Ltd. Not only a new line but a brand new IDEA—a complete and folding BREAKFAST NOOK with attached benches which fold under and out of the way when not in use.

"The design is pleasing and the construction is strong and sturdy. It comes UNFINISHED so your customers can paint it themselves or have it decorated to match the breakfast room or kitchen. It is also ideal for outdoor porch or patio use.

"It is a 'NATURAL' for the Nu-Enamel dealer who can sell it as a 'package' complete with paint, sandpaper, brushes, etc."

"This is one of the finest pieces of merchandise we have had the privilege of offering our trade—in fact we think so much of it we have secured exclusive rights on it for Northern California.

"The dealer cost is \$18.95.

"Delivery in about 60 days.

"Use the return postcard for speed in ordering."

The illustration on a separate sheet designed to be clipped into the salesmen's books, shows two views of the items offered, together with technical description. The business reply postal card reads: "Please ship ——— No. 1127 Higgins Portable Breakfast Nooks as soon as received"—with space for the dealer's name, address, and name of the buyer.

Note particularly the paragraph: "It is a 'NATURAL' for the Nu-Enamel

dealer who can sell it as a 'package' with paint, sandpaper, brushes, etc." This gives the key to the entire selling approach of the firm.

In the words of Mr. Etienne: "We always have been a specialty organization. We have no intention of changing. Around each new item we took on, we built a story—just as though it were a new radio or a new refrigerator model. This 'story' was communicated to the sales staff in sales meetings. Our men always had been specialty salesmen. We wanted them to continue as such, and we prepared

our sales presentations accordingly."

In some instances the company had to make up a complete presentation for salesmen to use in selling the dealer. It would present a "package" and a merchandising story. With it might go a presentation package, such as (when the firm took on a line of waxes and polishes) a special display rack to hold a complete set of the line to be offered. The presentation book told about the items, estimated the dealers' possible sales, gave dealer selling information, prices, qualities; and with it went a display rack, which

— WORCESTER, Massachusetts —

MUST Market for . . .

FOOD Advertisers



Harold M. Lambert Photo

Worcester's per family food sales in 1942 topped U. S. average by 77.40 per cent. Worcester \$607. U. S. \$342.

(Figures prepared and copyrighted by Sales Management)

This rich market concentrates a population of 235,125 in City Zone alone. City and Retail Trading Zones: 440,770. The Telegram-Gazette gives blanket coverage.

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
PAUL BLOCK & ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

was at the same time the wholesale salesman's "package," and a display piece which could be used by the retailer on the sales floor of his store.

"We would not take orders for so many cans and packages; salesmen were trained never to accept an order for some cases of floor wax or paint, but to offer and sell the whole line as a set-up on the presentation rack," explained Mr. Etienne.

Wherever possible, items were taken on which could be grouped into a "package" in this way, so that they might "work up a promotion package

and go out to a dealer and try to sell the entire line." Paints, waxes and polishes are offered with brushes, and these with the items of unpainted furniture. Baby items (such as cribs, high chairs, buggies, mattresses, pads) are offered together; kitchen sets sold as a group or line. The salesman who had been trained to sell the "package," in turn instructed the dealer to make the same merchandising approach, when suitable, to his retail clientele. Selling quotas were suggested to dealers, as well as to salesmen. This procedure is followed with most of the new

lines, with sales stories built around inter-related items.

An interesting angle in the sales training which is followed through in the sales letters, is to acquaint salesmen with enough of the background of a new industry in order that they may sell its products intelligently and, at the same time, communicate this same information to dealers.

A hardware dealer who has sold small electric appliances, asked by a distributor to handle, say, a line of glass roasters, a set-up for waterless cooking, a line of world globes, or a new type of light bulb, might well ask: "If I spend a lot of effort promoting this item now, is it going to be a total loss after the war? Will the manufacturer stay in business? How sound an organization is behind it?" Or, some dealer who never has had experience with a given line of merchandise may need to be educated in the background of the products and the industry. The salesman himself knows little or nothing about it all; so—"we teach what the industry is like when we decide to promote a new line."

A Broadside Tells the Story

How this is done is simply shown by one of Thompson & Holmes' most dramatic mailing pieces. A broadside tells the story which was first told to the firm's salesmen and which they in turn communicated, with expanded details, to their accounts. The front page of the broadside announces, "It Took Us Six Months to Write This MESSAGE." Red and blue stripes, a white star on blue, a red star after the word "message," simply designed on the white background, suggest the patriotic motif. Inside, Thompson & Holmes straightforwardly talks turkey with dealers. Here is the story:

A list of 2,500 dealers in various categories regularly receive a letter a week, each with a story built around a separate item or "package." At present, the firm has 25 different items to sell. Sometimes the mailing pieces are accompanied by a business reply postal card, soliciting mail orders; the return card may request that a salesman call; or else no reply is asked for, but salesmen follow up automatically. On the latter, if a mailing piece is sent out to a certain group, hardware for instance, the mailing list is broken down into territories. Salesmen in each territory receive a copy of the mailing piece or letter, together with any additional data which may be helpful in selling and with complete follow-up instructions. Although salesmen in the field may be given prospect lists, they also develop accounts themselves. On a new

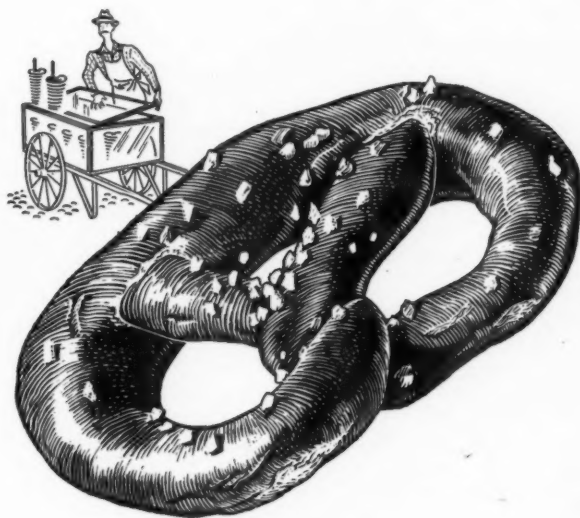
Agencies! Advertisers!

**HELP NEWSPAPERS
BUDGET NEWSPRINT!**

**Release complete
schedules as far in
advance as possible!
Thanks,**

THE BRANHAM COMPANY

Like the Vendor's Pretzel...



KYW is Philadelphia's Dish!

Generations of Philadelphians have paid their penny at the pretzel wagon. This huge, fresh, crisp, soft-centered delicacy, salt-sprinkled and mustard-spread, is characteristically Philadelphia because it's good!

If you pick the radio station in Philadelphia which is most frequently picked by advertisers who are "in the know," you will pick KYW. • Why do Philadelphia advertisers account for 43% of KYW's non-network time? Why have their purchases of KYW time increased 780% in five years? • Because KYW is a Philadelphia favorite. Because its 50,000 watts give directed coverage—intensified messages in the *entire* third market of the nation. Because it carries NBC programs. Because it is an overwhelmingly powerful local influence. • Investigate the popularity of KYW as an influence to make your product "Philadelphia's dish."



WESTINGHOUSE RADIO STATIONS Inc

WOWO • WGL • WBZ • WBZA • KYW • KDKA
REPRESENTED NATIONALLY BY NBC SPOT SALES



item, they may personally call on every likely dealer in their territory, in an attempt to develop new accounts. From these efforts, new prospect lists or new accounts are built.

The sales department office has separate records on each product, also the names and addresses of the accounts buying that product, together with dates of each purchase or re-order. With office help scarce and simplification of records essential, nothing elaborate is attempted, but accurate and adequate sales control facts are kept. Follow-up routine, by mail and through personal contact, is systematically maintained.

THIS YEAR GIVE...

Imported



HAVANA cigars

Grown and made in Cuba's oldest and finest tradition. Only the best seed goes into the ground—only selected leaf goes into the fine cigars "made in Havana"

Expertly raised and conditioned from field to smoker, IMPORTED HAVANAS are aristocrats of the tobacco world.

Get Genuine IMPORTED HAVANAS. Look for the green government seal of guarantee on the box.



ASK YOUR TOBACCONIST

The company formerly had 16 field men to handle the large appliances; now there are only 11 men selling the more diversified lines. Robert E. Crane, secretary of Thompson & Holmes, who personally directs the mail campaign, is enthusiastic about the results. "It is one of the best things we have done," he says, "in meeting the emergency to supplement our sales organization's efforts and to introduce new lines. We always have sent out some direct mail, but never to the extent we are now sending it out." In fact, all executives of the company are so sold on direct mail selling that they intend to continue to use it in a big way after the war, even with the expanded selling organization they hope to have out in the field.

Plan Preferential Hiring

Thompson & Holmes expects to treble the number of salesmen now employed, to take care of post-war business possibilities. An important phase of the firm's post-war plan is a policy already developed for the preferential hiring of returning service men to be trained as junior salesmen. Mr. Etienne says: "Old jobs will open automatically to former employees; next will come any other servicemen applicants, with or without previous experience in selling. Even physically handicapped men may find employment at Thompson & Holmes, for there are many jobs they can fill efficiently and we shall give them every opportunity within our power to regain confidence and to come back to a life of usefulness."

Mr. Etienne estimates that at least half of the company's sales force may be of learner or junior salesmen type—young men, in many instances, who never have worked before taking on their present big job for Uncle Sam and the Nation.

The company anticipates big expansion of business as soon as buying and selling begins to approach normal.

Mr. Crane says this: "We always had the idea of extending our operations to a more diversified set of goods. We felt it might be more advantageous to have other lines, not confine ourselves strictly to the appliance field. One step in the direction we envisioned was the addition of smaller appliances, like toasters, which we were commencing. It isn't such a long step to crockery, kitchenware, glassware, furniture, household cleaners, waxes, paints, and similar items. Still, it might have taken us a long time to begin to take that step if it had not been for the impetus of war conditions. Compelled to it in order to keep alive, the process of expansion has been

speeded up." It is bona fide expansion, not substitution, and dealers are encouraged to look at it in the same light. This is what makes it a post-war, as well as a wartime, plan.

Because of their long-range foundation-laying, officials of this large distribution firm have no fears for post-war business. They did have some for the present. But they report that they are "more than" holding their own. "It is surprising how the volume of sales has held. Each month we began to wonder where the business was coming from, what we were going to sell. But we found things to sell, and we found the buyers. It must be just our persistence."

Officials of the company make frequent buying trips; and around each new product they build a sales set-up which can be a stone in the foundation of bigger post-war operations.

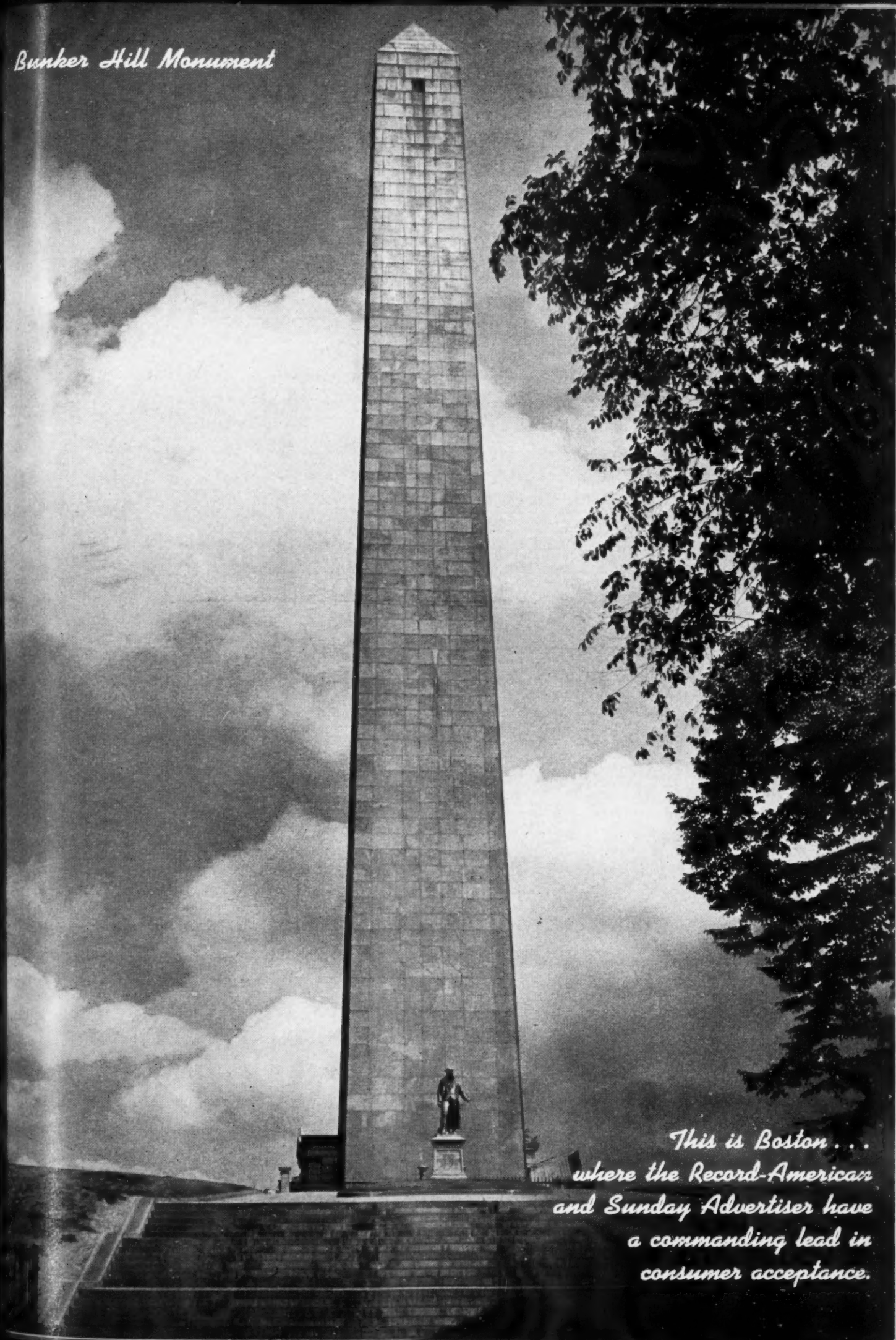
We Are Sorry, Professor Converse

Two inexcusable errors crept into the October 15 article, "Newspapers and Retail Gravitation Determine Trading Area Boundaries." In the first place, we used the initials J. P. for Professor Converse instead of P. D., and secondly—and more important from the reader's point of view—the mathematical formula in the second column of page 22 should read, "One plus the square root of Population A over Population B." In the printed copy, it reads "One minus. . ."

According to the
L. M. Clark
Newspaper
Readership Surveys:

**THE BOSTON
RECORD-AMERICAN
IS THE COUNTRY'S
NO. 1 NEWSPAPER
FOR ADVERTISING
VISIBILITY AND
LOW COST PER
ACTUAL READER**

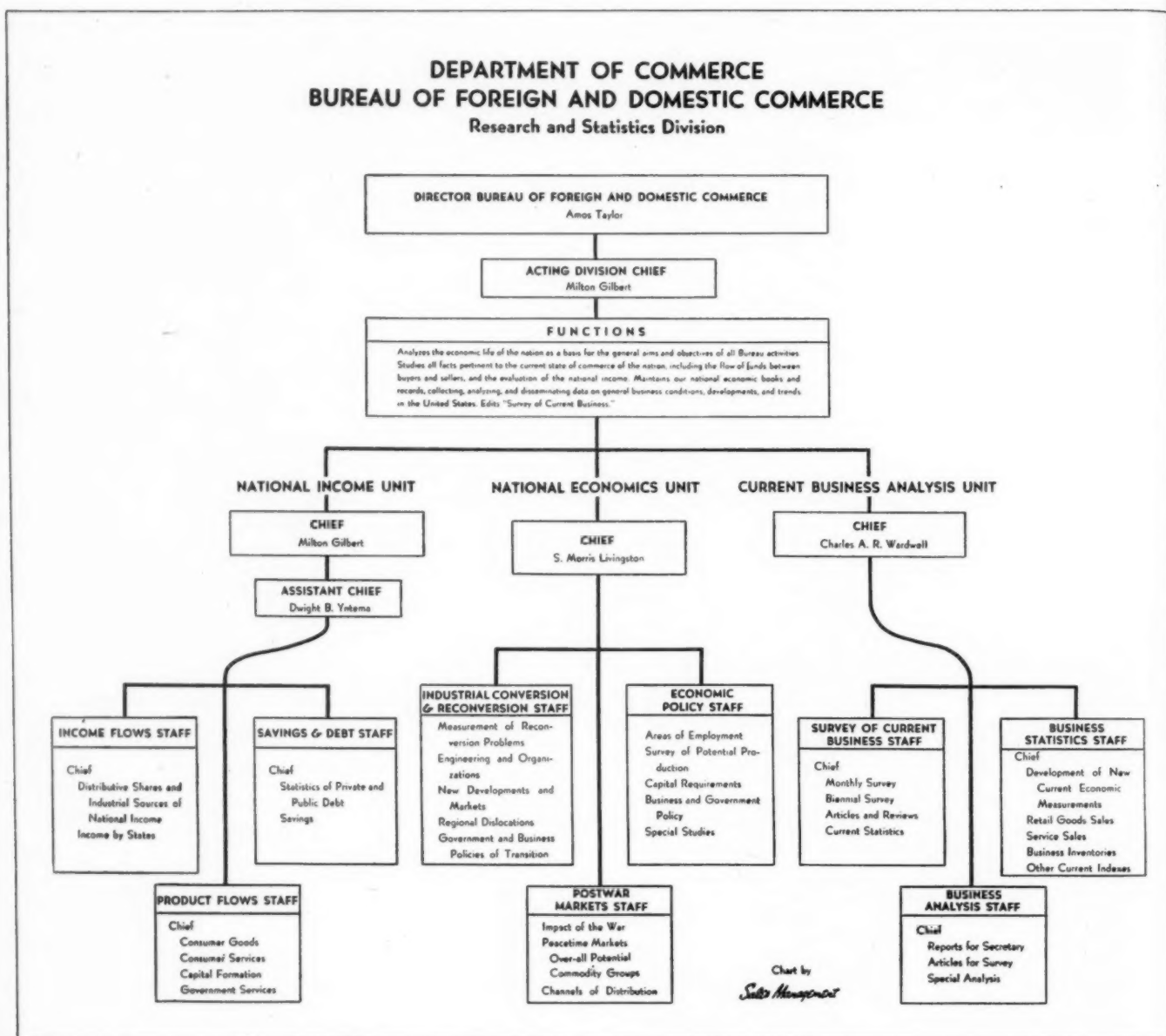
Bunker Hill Monument



*This is Boston . . .
where the Record-American
and Sunday Advertiser have
a commanding lead in
consumer acceptance.*

The Bureau of Foreign and Domestic Commerce—How It Can Help You

BY A. R. HAHN
Managing Editor, SALES MANAGEMENT



Research and Statistics Division

EVER had the opportunity to see, closeup, the instrument board of a transcontinental airliner? In that constellation of dials each has a polysyllabic technical name, which for all the meaning it conveys to the layman, might as well be Sanscrit. But the names don't matter.

The important thing is that every

[70]

★

This concludes a series of six articles on the Bureau of Foreign and Domestic Commerce. As soon as wartime printing conditions permit, SM will reprint the entire series in one folder. Reprints will be 10 cents each. Address requests to Reader's Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. Remittance with order.

★

instrument—there are more than 170 of them—*measures something*. When the pilot adds up the measurements, he knows four things: He knows where he is, where he is going, how fast he is getting there, and *how safe he is*.

We come into a discussion of the work of the Research and Statistics Division of the Bureau of Foreign

SALES MANAGEMENT

Wise manufacturers are keeping in touch with their important retail outlets

WITH the object lessons of previous seller's markets for guidance, wise manufacturers today aren't putting themselves in the position of the dog who came home only for his meals. They may be selling all they can make . . . or doing 100% war work . . . but they're *keeping in touch* with their retail outlets, especially such important ones as the department stores.

The 6900 stores that do 80% of the business have long been the prime market for many lines, not for volume alone, but also for the prestige-push they give a worthy product, stimulating tens of thousands of smaller dealers to follow their lead.

Salesmen who can be kept on the road are a great help in keeping in touch with these stores. But when your men are spread thin over large territories, or off the road altogether, your name and wartime message are best put over through the advertising pages

of Department Store Economist. This is the publication that blankets the management teams of the important stores.

You have a message to deliver — your present activity, your plans, your suggestions for solutions of store problems related to your line. *Voice it consistently* in the Department Store Economist . . . and you'll be no "strange dog" when "mealtime" comes again.

Potential Top card in Post-War upswing, heavy appliances are today a subject of absorbing interest to department stores. Timely, therefore, is DSE's recent analysis of post-war opportunity in the major appliance field.

This valuable article with its factual performance figures on major appliance department operations since 1937 is typical of the editorial vitality that makes DSE "must" reading for all members of the department store management team.



STORE ECONOMIST

A Chilton ① Publication

CCA

100 EAST 42d STREET, NEW YORK 17, N. Y. • 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, MASS.; WEST COAST: Simpson Reilly, Ltd., Garfield Building, LOS ANGELES 14, CAL.; Simpson Reilly, Ltd., Russ Building, SAN FRANCISCO 4, CAL.

and Domestic Commerce via the airways because it seems a painless way to make clear by analogy the significance of the Division's contribution to the national business scene.

Those who staff this division are experts in measurement. If the products of their slide rules and their comptometers could, like wind, or electric current, or water, be channeled through meters, we'd have an "instrument board" for business which all of us could look at and, in some degree, comprehend. Actually, we have the equivalent of such a control panel, but because we can't see the columns of red liquid rise in the tubes or the needles quiver, many of us feel that the science of statistics is too esoteric for application to the workaday man-

agement of our own washing machine, breakfast food, or detergent business.

To carry the analogy but one step further, in aviation we measure such factors as wind direction, altitude, and air speed. In business, we measure the flow of production, prices, credit, inventories, employment. The significant point is that these measurements tell our economists, our research experts, and our Government, *where we are, where we are going, how fast we are going, and how safe we are, or how healthy is our industrial climate.*

A Trio of Units

Look for a moment at the organization chart of the Research & Statistics Division of the Bureau. (See page 70.) The division takes in a trio of units called National Income, National Economics, and Current Business Analysis. Actually they work as a team but this distinction can be made: The first and third deal with current and long-range economic analysis, statistical collation and organization of data from Government sources outside of Commerce, and private sources outside of Government. The second deals mostly with the impact of war on our economy and the development of statistical tools for preparation for peace.

Think, if you will, of all trade here in the United States as the commercial transactions of one single big business. Call it U. S. Incorporated. Its gross income last year was \$165,000,000,000.* It is apparent that to operate an establishment of that magnitude with any degree of efficiency at all this side of chaos, someone must

be charged with the task of running an accurate perpetual inventory for it. Otherwise there is no basis for control.

U. S. Incorporated's machinery for maintaining such a perpetual inventory is the Research and Statistics Division. Its voice is a magazine called *Survey of Current Business*.** Here, monthly, is given a current summary of the business situation. Here are various indexes on production, business inventories, orders and shipments. Here are reports on construction and real estate, finance, foreign trade . . . on transportation and communications . . . and statistical analysis of individual industries.

This material admittedly is not keyed to the mentality of business sophomores. To senior officers, such as presidents and general managers, and to economists, statisticians, market analysts, and research men, however, it talks turkey. It may say, for example, "Prepare for higher prices on next year's line" . . . or, "Plan an aggressive promotion and advertising campaign among farmers, because their purchasing power is rising faster than that of almost any other group" . . . or, "Expect volume to slue off almost immediately, because retail inventories are building up without a corresponding increase in retail sales."

Wide Range of Application

Each business unit will have to discover for itself which of the many indexes offered in the *Survey of Current Business* can be useful to its own management. Their range of application is wide; uses of most obvious and primary importance are forecasting (business conditions, sales supplies and prices of raw materials, for instance); charting a company's relative position within its own industry and in relation to the national economy; and in making informed judgments on such questions as plant, warehouse, retail store and branch office locations.

* This figure represents what is called "gross national product." Gross national product is the total output of goods and services, excluding sales to another enterprise for further fabrication or resale, but including sales to another enterprise for capital investment. It is not to be confused with (1) *Net national income*, which is the amount paid to individuals for their contribution to the gross national product plus the undistributed corporate profits held for accounts, nor with (2) *SALES MANAGEMENT'S Effective Buying Income*, which includes only gross income paid out—not undistributed corporate profits.

** Published monthly. Price \$1.75 a year, Superintendent of Documents, U. S. Government Printing Office, Washington, D. C.

★ **SAVE** ★

1/4

ON YOUR ADVERTISING

Agency now saving more than 1/4 for largest corporation of its kind in America, using 300 publications . . . and doing far better quality job. 20 years' brass-tacks experience. 8 years with N. W. Ayer & Son. (Our clients know about this ad.) For graphic demonstration without obligation, write Box #1049, Sales Management, 386 Fourth Ave., New York 16, N. Y. ★

FOR VISUAL PRESENTATION to All Concerned



PHOTO-COPIES MADE FAST BY ANYONE-ANYTIME

A-PE-CO "Photo exact"

PHOTO-COPYER

\$5500

VISUAL presentations to all departments are easily accomplished with A-PE-CO photo-copies. All have the same photo-exact information. Layout ideas are photo-copied in faithful detail. Testimonial letters, in A-PE-CO photo-copy form, are distributed economically to the sales force. Let us show you how easy it is to make A-PE-CO photo-copies. This small investment pays big dividends. Ask us to show you.

Do You Need Extra Copies of Charts?

Many ad-men need extra copies of graphs and other diagrams for presentation to clients and prospects. A-PE-CO photo-copies give them photo-exact copies quickly of anything written, drawn, printed or photographed. This small investment pays big dividends. Ask us to show you.

No Camera—No Film—Easy to Use

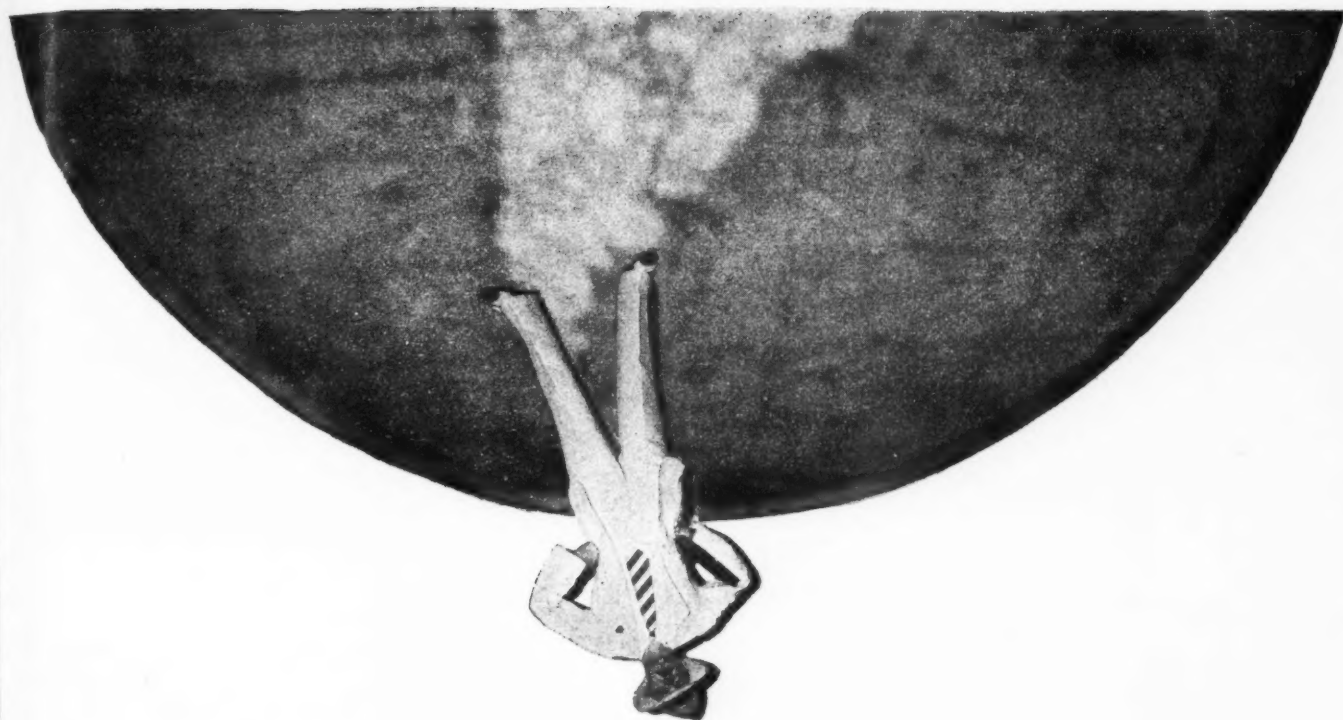
Any employee quickly becomes expert. Use A-PE-CO on any desk or table. No moving parts. Saves other equipment. Conserves man-hours. Low cost per copy. Lowest investment in equipment. Get all the facts. Immediate delivery. Representatives in principal cities and Canada. Write for A-PE-CO folder.

AMERICAN PHOTOCOPY EQUIPMENT CO.

2849 N. Clark St.

Dept. GC-11

Chicago 14, Ill.



GLOBAL THINKING

Makes You See Things Differently

Up 'til now you may not have given much thought to where or how South Americans stood. But now it's different. Every thinking business executive is doing "Global Thinking." The unlimited horizons of air transportation have changed many viewpoints . . . and markets.

Where once you thought of New Orleans as the "Deep South," you now judge it more correctly as MID-AMERICA. You see it today as the hub of an air network that crisscrosses the nation and bridges the continents of North and South America. And, for when the war is won, plans are already laid for regular flights from New Orleans, north over the Pole, to the East Indies and Asia!

However, we are not suggesting that you immediately open a South American branch or an Asiatic office. What we do suggest, is that you lay foundations for post-war expansion *now* while New Orleans is booming with war industry. Advertise your product, business or service in this increasingly important market in the newspapers which are read by over 90% of New Orleans newspaper reading families . . . THE TIMES-PICAYUNE and NEW ORLEANS STATES, Morning 149,213; Evening 75,532; Sunday 247,215. Representatives: Noee, Rothenburg & Jann, Inc.

All of these, of course, represent applications to business as contrasted with applications to Government, which are fully as important—their bearing, for example, on the formation of sound tax policies.

Now let us select several of the indexes out of the scores which are offered, to see what they measure.

Of obvious importance to business across the board is

Total Sales of Retail Stores (monthly estimates): These are compiled by line of business in ten major groups. For the purpose of studying trends, annual figures are available as far back as 1929; monthly figures as far back as 1935.

(This is where many businesses can get the answer to the question, "How are we performing in comparison with our industry total?" Important, too, to companies

that sell to industry, because their performance depends upon the trend in their customer-industries.)

Shipments, New Orders, & Inventory of All Manufacturers: In peacetime these are the most "sensitive" barometers. An individual company's sales often do not reflect a condition such as the building up of dangerously high industry-wide inventories, yet a study of these indexes will clearly show such a condition developing, and will do so far enough ahead so that management can be prepared to meet the situation when it reaches the critical stage. Neither business nor Government need ever repeat the mistake made at least twice in our recent history: that of being fooled by an apparent state of goods shortage at a time when inventories actually were getting dangerously topheavy.

National Product* and National Income: Development of the conception of "Gross National Product" (you'll find it defined in the footnote on page 74), as contrasted with "National Income," represents a new statistical technique which most economists regard as a substantial advancement in our economic thinking. Both gross national product and national income are now reported; both have countless uses.

To make the distinction fairly simple, national income, in ABC terms, reports simply *who got what*. Figures on national income are reported in three series: *Monthly*, on payments to individuals—a picture of the flow of purchasing power to consumers. *Quarterly*, on overall national incomes, including corporate profits as well as payments to individuals. *Annually*, income by states.

Gross national product, on the other hand, and again in lay language, reports *what people produced* for what they were paid. It's really a balance sheet of our whole national economy.

You will see the significance of gross national product best by studying "Markets After the War." Consider, as a single instance, how it contributes to our understanding of the implications in the expression, "full employment" for the post-war period. Study of our gross national product figures translates our hoped-for

*Gross national product is presently published separately from the *Survey*, but will soon be estimated there on a monthly basis.



Don't take Milton Gilbert's picture too seriously. As he puts it, he's not really very staid, but he just didn't have a snapshot which did him justice. For some reason, he felt that SM readers wouldn't appreciate a snapshot of him taken on Mount Adams in mountain-climbing garb, complete with sun goggles and grease paint, or one taken after a two-week trip through the Canadian wilds, unshaven to the end.

As to his background, he's more or less a civil servant, having come to the Bureau of Foreign and Domestic Commerce after receiving graduate degrees (M. A. and Ph. D.) from the University of Pennsylvania. He's held several jobs in the Division of Research and Statistics: Editor, *Survey of Current Business*; Chief, Current Business Analysis Unit, and Chief, National Income Unit. At the present time he is Acting Chief of the Division.

In response to our request for information about his hobbies, he writes: "I'm slightly amused by your request for information, because what with overtime work, no gasoline, high taxes, and two very young children, I hardly remember what a hobby is. However, I do have some rusting golf clubs around, and I do have fond memories of Broadway first nights, of the Metropolitan, and of Carnegie Hall. You can be sure that they all figure prominently in my post-war planning . . . As a matter of fact, now that you've brought it up, I think I like every hobby that I know about, except stamp collecting and building boats in bottles."



employment level into how much business we'll have to do if that level is to be attained. And that figure has been a shock to most business men.

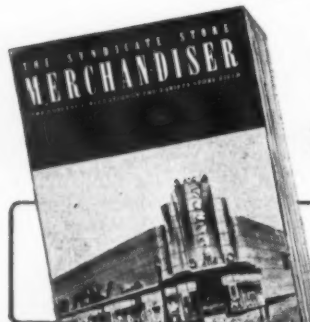
Manpower Series: These figures, developed by the Bureau of the Census, now can stop all arguments as to whether there are two, six, or twelve million people unemployed. They show the number unemployed, number employed, and the nature of their employment—whether agricultural or non-agricultural.

SALES MANAGEMENT

86
LEADING
Industrial-Institutional
advertisers
used our columns in the
first 9 months of 1943
AWARDING
Top lineage to this
newspaper
List of firms sent on request
Buffalo
COURIER
EXPRESS
ONLY MORNING AND SUNDAY
NEWSPAPER IN BUFFALO

Q — What is the best procedure for selling merchandise to the 5c to \$1.00 Variety Store field?

A — Without obligation write the Syndicate Store Merchandiser for "6 Point Fact Folder."

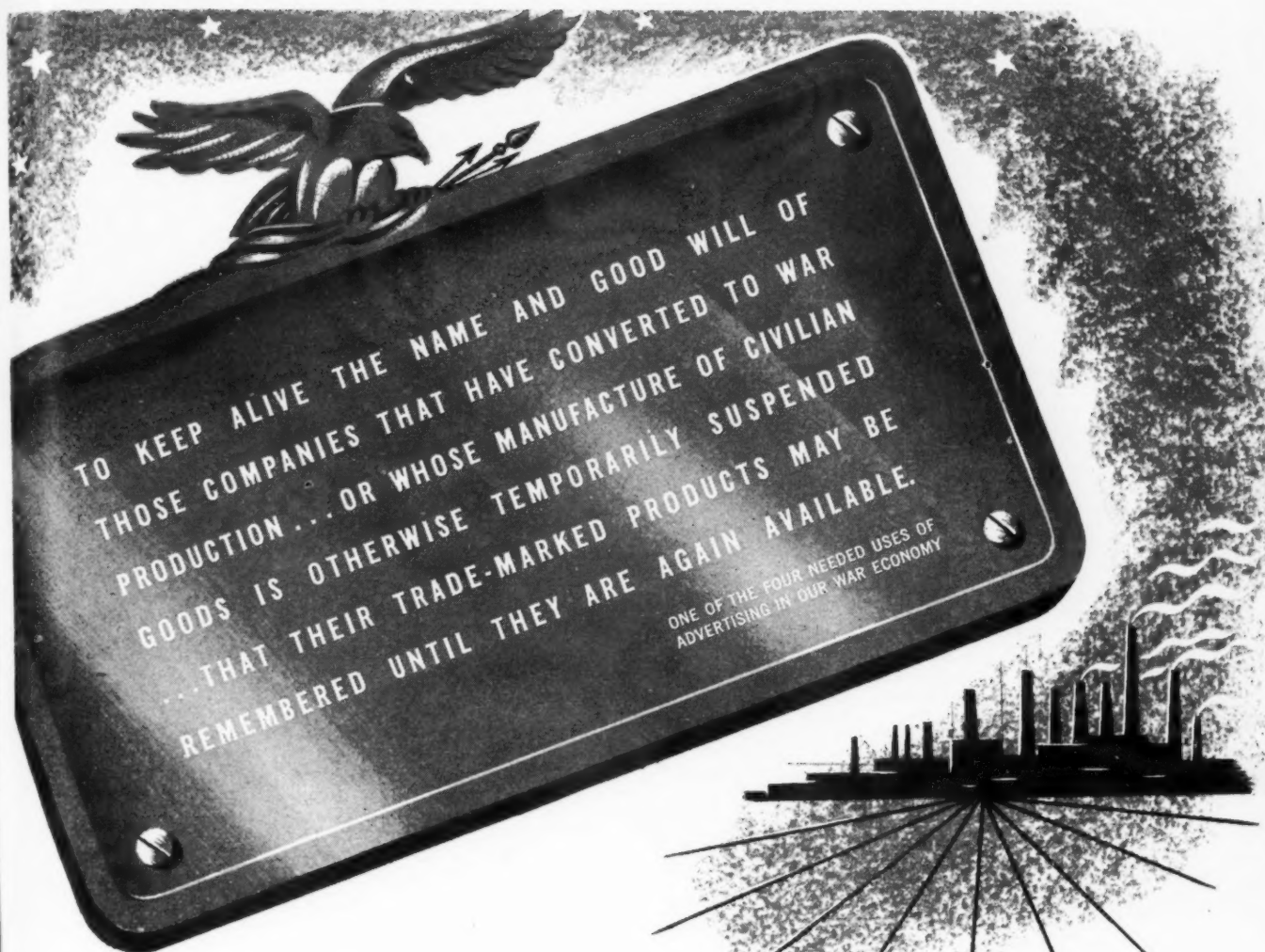


SYNDICATE STORE MERCHANDISER

79 Madison Avenue, New York, N. Y.

CCA CHICAGO • LOS ANGELES • ATLANTA MBP

The 'IDEA BOOK'
THAT HAS PROSPERED BY SERVICE!



Protecting a Billion* Dollar Investment

No blackout on name-protection advertising in the United States. Government is aware that this type of advertising can do vital dual-duty service on the economic front . . . for stability today — and after Victory. The Linweave pamphlet, "Protecting a Billion* Dollar Investment" offers suggestions for adapting your advertising to war-economy service. Your printer will get you a copy from any one of the distributors of Linweave Papers.

THE LINWEAVE ASSOCIATION . . . Springfield, Massachusetts

**Set your own figure!*

FINE PRINTING AND ENGRAVING
PAPERS • • ENVELOPES TO MATCH

Linweave

NOVEMBER 20, 1943

[77]



It's time — in Washington

1. More key officials in Washington read TIME regularly than read any other magazine, however big its circulation.

2. The members of Congress vote TIME the most important U. S. magazine that carries advertising.



WHAT ABOUT YOUR POSTWAR SALES PROBLEM?

How do you plan to make your postwar sales keep pace with your potential production? If you don't have the answer, now is the time to get it. When peace is won, there will be zero time to do a job of this sort.

If yours is a manufacturing concern doing a gross business of a million or more, it will be worth your while to examine my plan—and my record and references.

Mind you, I'm not out of a job—in fact, I have a good one—one that pays me well into five figures as Vice President of an AAA1 company. Nevertheless, I have excellent reasons for making a change.

Box 1047, SALES MANAGEMENT,
386 Fourth Ave., New York 16, N. Y.

HELP WANTED

4-A advertising agency in New York City with diversified consumer accounts wants ambitious young man anxious to build sound future in advertising and marketing research. Must be familiar with Starch and Crossley reports, consumer surveys, library research. Indicate draft status, educational background, number of years in research and number of years in advertising agency. Please state present and desired salary. Box 1052, Sales Management, 386 Fourth Ave., New York 16, N. Y.

These are samples of the figure-intelligence being supplied regularly to business—and Government—through the Department of Commerce. Properly applied, they can and do become the basis for informed judgment by general management with respect to finance, production and sales. They are the basic and indispensable tools of those who specialize in research. Many of them are usable by companies that cannot support a research department.

Their growing use in business is a truly significant trend, for it shows that management now realizes that the health of an individual business depends to a marked extent upon the health of the whole national economy—and upon an understanding of the dynamics of that economy.

Social Responsibilities

There's another significant factor, too. Most able thinkers are now talking about the "social responsibilities" of business. Without the fact-and-figure picture on "U. S. Incorporated," we cannot even define *what constitutes* social responsibility, much less plan practical courses for discharging our obligations in that connection.

Out of both Business and Government, suppose we select several case histories showing just how indexes are applied by specific companies to specific business situations:

Case 1: A Mid-West company manufacturing agricultural equipment forecasts its sales six months in advance within one-half of one per cent accuracy. They are enabled to do this because checking of past sales records disclosed that their sales curve is almost exactly parallel to farm income. Farm income is reported monthly in the *Survey of Current Business*.

Case 2: Even before the war broke out, a confectionery company was closely watching the figures on output of raw materials, and the figures on imports. They were able to foresee shortages in a number of raw materials which are absorbed in huge quantities in their manufacturing operation. They made purchases accordingly, and later enjoyed a strong competitive position because of their preparation for a shortage on sugar, fats and extracts.

Case 3: A magazine publisher uses the studies on industrial production, population, cost of living and employment in the preparation of presentations for prospective advertisers. His problem is to prove his coverage in the right geographical areas and to establish the purchasing power of his readers.

Space considerations prevent recital

Wanted: A copy and publicity writer for Merchandising-Advertising Department of leading manufacturer of domestic heating equipment. Ability to create and produce complete plans and campaigns and edit marketing publication and house organ for utilities and dealers is essential. Company is recognized for its progressive merchandising activities in both industrial and consumer markets. Good opportunity for an individual who can handle a big job. Give complete details in reply. Address Box 1050 in care of Sales Management, 386 Fourth Ave., New York, 16, N. Y.

Wanted: Idea and Promotional Man, by leading appliance manufacturer selling through utilities and dealers. Man should be capable of handling the production of complete marketing plans and their presentation before utility and dealer groups. Good opportunity for experienced man to assume managerial responsibility. Reply, giving complete details, to Box 1051, care of Sales Management, 386 Fourth Ave., New York, 16, N. Y.

...everything O. K. until someone discovered the

\$2,000,000,000 HOLE*

in the Farm Paper Schedule!



*Today the gross farm income from Poultry and Eggs exceeds Two Billion Dollars a year.

USE Poultry TRIBUNE

To cover the most responsive section of the Farm Market

Poultry Tribune is the only Poultry Magazine which owns and operates its own experimental farm, where its editors, by daily contact with 2,500 birds, gain first-hand information about Poultry problems.

That's one reason why Poultry Tribune is preferred by progressive farmers who raise Poultry.

POULTRY TRIBUNE Mount Morris, Ill.

AMERICA'S LEADING POULTRY FARM MAGAZINE

500,000 ABC Circulation. Member Agricultural Publishers' Assn.

MANUFACTURERS!

WE SPECIALIZE IN

EXPORT Management

THIS thoroughly experienced, well-established organization offers progressive manufacturers, interested in present and post-war export business, a specialized, smooth-running, highly efficient Export Department. Our substantial financial background enables us to transact export business with no credit risk for the manufacturers we represent; we maintain a staff of resident representatives abroad, who sell U. S.-made lines exclusively; we relieve the manufacturer of all the details of promotion, selling, shipping, financing, correspondence, etc. Full information on our unique service to established manufacturers. Write or 'phone.

BLOCK

INTERNATIONAL CORPORATION

101 West 31st St., New York 1, N. Y.

Tel: LA 4-5200

of more of the myriad applications of the *Survey* figures as management tools. Their range of use as management tools, however, is extremely wide.

Preparation for Peace

In March of this year a rather remarkable document came out of the Research and Statistics Division. It bore the title "Markets After the War—An Approach to Their Analysis." Quite a few people both inside and outside of Government (The Committee for Economic Development being one example) had a hand in it, but officially the credit goes to S. Morris Livingston, chief of the National Economics Unit, the man who signed it.

Astute men who have studied it have, on a number of occasions, told SALES MANAGEMENT they consider it the finest thing that ever came out of Commerce. Certainly its impact on the business world was forceful. It was, incidentally, republished by the Committee for Economic Development, and by the United States Senate as a Senate document. (Single copies can be obtained free of charge from the Bureau of Foreign and Domestic Commerce.)

In the words of the introduction,

the avowed purpose of "Markets After the War" is "to assist marketing analysts in setting their sights on a common goal of post-war opportunity for American business."

The report has been so widely discussed both in private business circles and in trade associations and other organized groups that it seems pointless to dwell further on it in this article. What is not so well known is that currently the Division is working with other divisions in the Bureau, with the CED, and with other agencies, in an attempt to supplant "Table 3" (in "Markets After the War"*) with factual analyses for for many important industries. A number of these already have been prepared and published. Studies on farm equipment, food, industrial machines, office machines, radio, and shoes appeared in the April 29 issue of *Domestic Commerce*. In June came four more: housing, drugs, hand tools, and pulp and paper. Railway equipment, apparel, watches, and electric goods followed in July, and the most recent, an analysis of travel in the post-war world, appeared in the August issue.

Further Studies

Further studies to come from the Research and Statistics Division are to be governed by this conception: We need first of all a knowledge of our economy as it exists at the peak of the war effort. We need a picture of the way it would look if we achieve our post-war goals in terms of full employment and other results. And we need, finally, some sort of a "road map" to show us how to get from the one to the other.

In developing this series of pictures, we shall see studies dealing with such subject matter as reducing unemployment during the reconversion era, an appraisal of the impact of savings on post-war markets, income shifts interpreted in terms of new markets, and what can be done with government plants and surplus war materials to keep both from complicating the business picture when the war is over. Finally, it will be the job of this Division to bring the objective setup down to the community level where smaller economic and social groups can see just what responsibilities rest on the shoulders of the residents of Main Street.

*Reference is made to the table titled, "A Hypothetical Projection of Expenditures by Commodity Groups Based on Post Relationships to the Gross National Product."



Going to PHILADELPHIA?

STOP at THE

BENJAMIN FRANKLIN

Have you business with busy, war-working Philadelphia . . . or are you visiting Philadelphia's famous historic shrines: Independence Hall, Liberty Bell. In either case you'll enjoy solid comfort, real transportation convenience, and the entertainment and dancing in the colorful Garden Terrace at the Benjamin Franklin Hotel. Famous food,

1200 rooms . . . many just newly decorated, and all outside, all with combination tub-shower. Remember, rates are: single, \$3.50 and up; double, \$5.50 and up; with twin beds, \$6.50 and up. Remember, too, while here to see the beautiful new glass murals depicting the life of Benjamin Franklin.

Philadelphia's Largest and Finest Hotel



CHESTNUT STREET AT NINTH

W. FREELAND KENDRICK, President • JOSEPH E. MEARS, Managing Director



Industrial Accidents are WAR CASUALTIES

COUNT THOSE DAYS LOST in which preventable accidents rob American industry of manpower, skill and time! Tragically serious is the total of this man-hour loss in the home-front battle of production.

YOU CAN ENLIST your war advertising for heroic service right now to combat this deadly "enemy within". You can sponsor a series of government-approved screen-spot films on theatre screens in cities and towns of Industrial America. This Job Safety motion-picture campaign was produced and is presented for sponsorship under the direction of the U. S. Department of Labor and its National Committee for the conservation of Manpower in War Industries.

SHORT AND SUFFICIENT, these spot-film war messages are ready for immediate sponsorship—with no production cost—low distribution rates cover everything. You can choose communities and name theatres. You can sponsor nationally, sectionally, locally. Your name and message in display and in sound climax each of the 26 short-short subjects in the series.

Put your war advertising to work on this vital victory job. Ask SCREEN BROADCASTS to send you full facts, including Job Safety Campaign Book.

"Sight, Sound, ACTION in One Medium"

SCREEN BROADCASTS

923 15TH STREET, N. W. WASHINGTON, D. C.

Distributed by

MOTION PICTURE ADVERTISING SERVICE CO., INC.

122 East 42nd St.
NEW YORK CITY
Murray Hill 3-4991

1032 Carondelet St.
NEW ORLEANS, LA.
Magnolia 4545

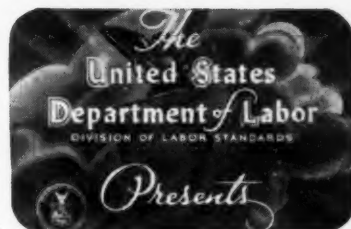
Rhodes-Haverty Bldg.
ATLANTA, GA.
Walnut 3551

418 Watts Building
BIRMINGHAM, ALA.
Phone 4-2729

UNITED FILM SERVICE, INC.

2449 Charlotte St.
KANSAS CITY, MO.
Harrison 5840

333 N. Michigan Ave.
CHICAGO, ILL.
Randolph 2248



Job Safety—in motion pictures—reaches workers and their families...



... as they relax in neighborhood theatres in war-plant communities.



As sponsor, you help them to help the home front...



... plus helping yourself to good will—at the local level.



Your advertising teaches safe work practices that prevent accidents...



... it strengthens community security over your name and message.

Media & Agency News

Agencies

Several six- and even seven-figure accounts changed hands lately. . . . Kellogg Co. places the advertising of all its products with Kenyon & Eckhardt, which is expanding the Chicago office to serve it. K. & E. also is appointed by Borden Co. for coffee products, including a new dehydrated coffee. . . . General Foods appoints Benton & Bowles for Gaines dog food and for new Swans Down pancake mixes. (Advertising of Swans Down cake flour continues with Young & Rubicam.) . . . Roma Wine Co., a Schenley subsidiary, to Biow Co., New York. . . . Blue Network to Geyer, Cornell & Newell. Rubber Manufacturers Association to Young & Rubicam. . . . Owens-Illinois Glass Co. names J. Walter Thompson Co. for "Your Home Front Reporter" radio program. . . . Horlick's Malted Milk Corp. appoints Western Advertising Agency, Racine, Wis., for general advertising.

Other account changes: Northeast Airlines, Boston, to M. H. Hackett Co., New York. . . . Detrola Corp., radio and electronic products, to Zimmer-Keller, Inc., Detroit. . . . National advertising for Marshall Field's retail stores to Abbott Kimball Co., New York. . . . Employers' Group Insurance companies; E. T. Wright Co., Arch Preserver shoes for men; Rust Craft Publishers, Inc., and radio advertising for *The Christian Science Monitor* to H. B. Humphrey Co., Boston. . . . Planters' Nut & Chocolate Co., Pacific Coast branch, to Erwin, Wasey & Co., San Francisco. . . . Peter Doelger Brewing Co. to J. M. Mathes, Inc. . . . McClatchy Broadcasting Co. to Knollin Agency, San Francisco. . . . Sharpe & Dohme, pharmaceuticals, business paper advertising, to Gray & Rogers, Philadelphia. . . . Structural Clay Products Institute to Wildrick & Miller, New York. . . . Douglas Fir Plywood Association to Condon Co., Tacoma. . . . Gabriel Co., hydraulic shock absorbers, etc., to Hubbell Advertising Agency, Cleveland. . . . Johansen Bros. Shoe Co. to Anfenger Agency, St. Louis. . . . Swan-Finch Oil Corp. to Hazard Advertising Co., New York. . . . Dolanize Co., maker of a new water-repellent for textiles, to John A. Cairns & Co., New York.



Walter M. Swertfager forms Walter M. Swertfager Co. replacing Swertfager & Hixon, which is dissolved.

Albert Woodley, from Caples Co., forms Albert Woodley Co., 551 Fifth Ave., New York. . . . Lynn B. Clarke is elected vice-president in charge of the Caples New York office. . . . Walter M. Swertfager forms Walter M. Swertfager Co., 40 East 49th St., New York, to replace Swertfager & Hixon, dissolved. . . . Herbert Peck is elected president; Joseph L. Boland, Jr., vice-president; William C. Longstreet, treasurer, and Bertha Bechtel, secretary of Hazard Advertising Co., New York.

William J. Batterberry, from Procter & Gamble, is now a vice-president of Erwin, Wasey & Co., New York. . . . Jerome B. Taft, in charge of merchandising and post-war planning, is elected a vice-president of Richard A. Foley Agency, Philadelphia. . . . Lloyd B. Myers joins Arthur Kudner, Inc., at San Francisco, as executive on the Matson Navigation account. . . . Dr. Hans Zeisel and Dr. Herta Herzog join the copy research staff of McCann-Erickson, New York, and William A. Fricke is now a space buyer with this agency. . . . E. W. Federer becomes assistant media director of Compton Advertising, Inc., New York. . . . William L. Ledwith joins Hill Advertising, Inc., New York, as an executive. . . . John H. Hines, Jr., former radio director of Newell-Emmett Co., joins the radio staff, and Robert Erath, from Federal Advertising Agency, becomes newspaper space buyer with Kenyon & Eckhardt, New York. . . . E. J. Byrne is now in charge of outdoor advertising with Donahue & Coe, New York. Rufus Choate, vice-president of this agency, joins the Naval Reserve. . . . W. R. Mason, former Westinghouse advertising executive is now with William B. Remington, Inc., Springfield, Mass.



Photo by Chase

William J. Moll joins Geyer, Cornell & Newell.

William J. Moll, formerly national field director of the United States Chamber of Commerce, joins Geyer, Cornell & Newell, New York, in executive work on post-war management problems. . . . Jules Clyde Gerding becomes executive vice-president of Jones & Brakeley, New York, succeeding James D. Webb, who joins the contact staff of Young & Rubicam. . . . William J. Pringle, vice-president of Foote, Cone & Belding, is named Los Angeles manager. Don Belding, chairman of the board, will continue to make his headquarters there. . . . Thomas S. Buechner, vice-president of Ted Bates, Inc., New York, is named assistant to the president and chairman, plan and creative board. . . . Robert E. Eddy becomes vice-president of Knollin Agency, San Francisco, succeeding James A. Richardson, resigned.

Newspapers

The Nation's newspapers accept another challenge from Chairman Donald M. Nelson to do a big war job. Linwood I. Noyes, president of American Newspaper Publishers Association, appoints Edwin S. Friendly, general manager of the New York *Sun*, as chairman of a newspaper committee to direct a campaign to collect "sufficient waste paper so that equipment and supplies can continue to go to the fighting forces overseas as well as supply cartons and containers for essential civilian use." Of a "potential salvageable tonnage of about 15 million of waste paper," says Mr. Nelson, "we are now collecting at the rate of approximately six million tons annually. . . . If we can boost collections to an annual eight-million-ton rate, there will be no shortage."

Meanwhile, Newspaper Pulpwood Committee of A.N.P.A. and War Activities Committee of Pulpwood Consuming Industries launch an intensive one-month drive in 1,200 newspapers in 27 pulpwood states to "cut a cord of pulpwood for every local boy in the service." . . . War Advertising Council will issue this month a plan book for a campaign, prepared with WPB, titled "Help Wanted to Save 1,000,000 Tons of Paper."

Newspaper advertising lineage used for the Third War Loan Drive in September, says the Treasury, totaled 129,549,946, with an estimated value of \$8,639,540, compared with 72,633,802 advertising lines, valued at \$4,564,271, for the Second War Loan Drive last April. . . . Despite all this "free" advertising, however, the Senate Committee on Banking and Currency has approved—against Treasury opposition—the Bankhead bill authorizing the Government to spend \$25,000,000 to \$30,000,000 in advertising, primarily in small-town newspapers.

Total advertising lineage in newspapers of 52 major cities in the third quarter of this year was at the highest level for this period since 1930. General or national advertising in these newspapers also made a 13-year record for this quarter, according to Media Records figures, while classified has been at the highest mark in history.

Ray Cox becomes newspaper promotion manager of the Minneapolis *Star Journal* and *Tribune*, succeeding Ray Kruskopf, who joins the Army. . . . Seymour Morris, from OWI, joins the Cowles publishing and radio companies at Des Moines as assistant to Gardner Cowles, Jr. . . . Mrs. Eleanor Darnton is appointed women's editor of the New York *Times*, succeeding Miss Kathleen McLaughlin who joins the Washington bureau. . . . Ralph P. Campbell and Warren M. Morton join the sales staff of the Katz Agency. . . . A. R. Ketcham, Jr., is transferred from San Francisco to New York by Noe, Rothenburg & Jann, newspaper representative.

On Wilshire Boulevard, the Los Angeles *Times* reproduces its front page on a 60 x 15-foot painted bulletin. "Today's headline," in letters three feet tall, is changed at 6 A.M. daily. To accomplish this, a special font of 200 characters was created—each an exact enlargement of the *Times'* front page type face.

Bureau of Advertising, American Newspaper Publishers Association, issues an "Advertising Facts" folder on Standard Oil Co. of New Jersey's current institutional campaign in 700 newspapers.

Magazines

"Between peace and demobilization 10 million service men must be absorbed into industry," Macfadden Publications point out in a new series of advertisements dramatizing the power of advertising as a post-war planning weapon. The only way to re-employ these men, to liquidate the national debt, and "find a way back to our own free, unregulated way of living and working," it is emphasized, "is buying power—on a larger scale than ever before." The series appears in newspapers of New York, Washington, Detroit and Chicago, and in business papers, through Walter M. Swertfager Co.

Hillman Periodicals, Inc., increases circulation guaranty of Hillman Women's

SALES MANAGEMENT

Group—*Movieland*, *Real Story* and *Real Romances*—to 1,100,000 for 1944, without change in advertising rates. . . . *Vogue* publishes a 50th anniversary issue. . . . *Coronet* starts to sponsor "Coronet Story Teller" on 60 Mutual stations Sunday evenings, through Schwimmer & Scott Agency, Chicago. . . . *United States News* presents in a pamphlet the reports of five United States Senators, who recently returned from a 45,000-mile round-the-world trip. . . . *Sports Afield* issues a series of promotion pieces on its cover-to-cover restyling by Douglas C. McMurtrie, Chicago typographer. . . . *American Home* is awarded a certificate by National Victory Garden Institute for its contribution to the Victory Garden program in 1943. . . . *Outdoor Life* and *Popular Science* issue a comparison of magazine circulations for the first six months of 1943 and 1942. . . . *Modern Romances*, a Dell publication, reports that its new true story series prepared by NBC is now sponsored on stations from Canada and Massachusetts to Texas and Alabama.

Curtis Publishing Co. appoints Arthur W. Kohler as manager and S. Y. Edgerton sales manager of the *Saturday Evening Post*, and Charles C. Rees manager and C. W. Teel sales manager of *Country Gentleman*. These appointments correspond to those made recently, when Richard Ziesing, Jr. and Ralph C. Ackerman were made manager and sales manager of *Ladies' Home Journal*. In each case, the manager will be in charge of coordinating the publication's over-all program, working with editorial, circulation and manufacturing departments.

Norwood Weaver resigns as director of Magazine Marketing Service, New York. . . . Evan L. Roberts, Jr. is named research director of Dell Publishing Co. . . . Walter Meeks, southern representative of Street & Smith, moves to 101 Marietta, Atlanta 3, Georgia. . . . Spence Wildey becomes art editor of *Woman's Home Companion*, succeeding Claude Hurd, now art director with William Esty & Co., New York. . . . Lester J. Mallets, from the media department of Foote, Cone & Belding, joins the sales staff of Guide Magazines.

Radio

NBC considers the possibility of rationing time to make room for a few more advertisers. Currently, the network has sold 90% of available commercial time—two newcomers being Aluminum Co. and Goodyear's shoe division, with Saturday morning programs. At this writing, NBC has 76 advertisers with 122 programs. About 40% of its time will be held open for sustaining programs.

Mutual reports October billings at \$1,407,787, a record mark for any month, and 85.8% above October, 1942. . . . CBS gross income rose from \$32,712,546 in the first nine months of 1942 to \$37,333,566 in the same period of 1943, and its net income from \$2,894,751 to \$3,245,625. . . . Blue Network points out that its total sponsored station hours, daytime and evening, in October reached a peak of 4,162 a week, an increase of 102% from October, 1942.

Cooperative Analysis of Broadcasting reports a rise in median listenership of half-hour evening programs from 10.5 to 11.9 by day-part recall method and from 9.5 to 9.9 by coincidental method, between October, 1942, and October, 1943.

FM Broadcasters, Inc., Washington, is

sues a list of new call letters of 40 FM stations. FMBI now has 70 members, including stations and manufacturers.

Mutual expands its station relations division, with Richard F. Connor as director. . . . Douglas Coulter, director of broadcasts, is elected vice-president in charge of programs of CBS. . . . Donald S. Shaw joins Blue Network as commercial program sales manager, a newly-created post. . . . Walt Dennis, from National Association of Broadcasters, becomes public relations director of WHN, New York. . . . John M. Patt will supervise program operations, in addition to managing promotion and publicity, with WKRC, Kansas City, and Fred Dodge will manage the special features department. . . . Frank Samuels is appointed sales manager of HGO, San Francisco. . . . N. P. Colwell returns to Joseph Hershey McGillvra, Inc., radio station representative, at Chicago. . . . M. J. McGeehan becomes manager at Chicago and William E. Waldblum sales executive there for Spot Sales, Inc.

Cosmopolitan Broadcasting Corp. is formed to own and operate WMCA, New York. Nathan Straus is president of the new company, which acquires the station from Edward J. Noble, now owner of the Blue Network. . . . NBC launches a 12-week campaign for WEAF in all New York city general dailies, through Foote, Cone & Belding, which prepared the campaign before relinquishing the NBC account. . . . Yankee Network starts a newspaper and transportation advertising campaign in New England cities for its morning program, "Yankee Tune Factory." . . . WJR, Detroit; WGAR, Cleveland, and KMPC, Beverly Hills, form their own Washington news bureau, directed by William Neel. . . . WTJS, Jackson, Tenn., and KPRO, Riverside, Calif., join the Blue.

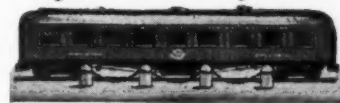
KSD, the St. Louis *Post-Dispatch* station has found that war promotion shows can be sold. In the Third War Loan Drive in September, 38 sponsors bought 53 15-minute programs and five sponsors bought 16 spot announcements.

Business Papers

To help advertisers increase the effectiveness of their business paper advertising, Associated Business Papers announces its second annual business paper advertising competition. Entries should be sent to A.B.P. Advertising Contest, 205 East 42d Street, New York 17, New York, by January 31, 1944. E. F. Hamm Jr., *Traffic World*, is chairman of the contest committee, and judges are Elon Borton, LaSalle Extension University; John E. Erickson, Caples Co.; Keith J. Evans, Joseph T. Ryerson-Inland Steel Co.; J. W. Fleisch, A. Stein & Co.; Oakleigh R. French, Oakleigh R. French & Associates; Fred I. Lackens, Hays Corp., and Homer McKee, Roche, Williams & Cunningham.

The annual advertising awards, sponsored by *Advertising & Selling*, will not be conducted this year because of war problems. . . . McGraw-Hill reduces trim size of all its publications except three to 8 x 11 $\frac{1}{8}$. *Business Week's* new size will be 8 $\frac{3}{4}$ x 11. *Construction Methods* and *Electrical Merchandising* are unchanged. . . . *Motor* recently published a 40th anniversary issue with 184 pages of advertising. . . . Traffic Service Corp. appoints John C. Cadle as full time eastern advertising representative for *Traffic World* and other publications.

THIS WAR, TOO, MAY END Before Breakfast!



You will have an immediate, ready-to-go market for your products if you get into the booming Diesel Industry NOW!

*Tell us what you make
We'll help you sell it*

DIESEL PROGRESS
2 WEST 43rd STREET, NEW YORK, NEW YORK

WHO SAID RADIO CAN DO IT?

If you want to sell the Negro market you have to reach it effectively and economically through their first line media The Negro Press! Yes, perhaps you are overlooking the 7 billion dollars spent yearly by American Negroes. You'll be surprised at how easy it is to cover these spending millions at a very low cost. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York 17, New York and we'll send you some startling, profit-revealing facts about this growing field.

KEEP FIT

to do your bit

Get good wholesome food and sound sleep

at Hotel **Lennox** St. Louis

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
CORTLAND 7-4636

Religious Press Directory

The most comprehensive directory of its kind ever published. It contains just the kind of information you need about any publication in the religious press field. Gives all necessary data regarding publications of every religious denomination. Cloth \$3.00 Paper \$2.00 Joseph F. Wagner, Inc. • 53 Park Place • New York

Comment

BY RAY BILL

POST-WAR PLANS TO THE FORE. Principal officers of companies, boards of directors, business organizations, and government are spending a fair portion of their time thinking about and developing post-war plans. This parallels what is going on in England, which lies much closer to the frightfulness of the fighting fronts. But regardless of how much top management does along such lines, sales executives must supply no small part of the realism essential to the specific plans of their individual companies.

Have you, Mr. Sales Executive, filed with your top management your report covering suggestions and recommendations on post-war plans? If not, you should do so promptly. The editors of SM find that some enterprising sales executives already have progressed and refined to where their second, third or even fourth reports on this subject have been formally submitted—and some of them are "honeys."

The big point which many people may lose sight of is this: High levels of production and of employment cannot continue for more than a *short* time (in some big cases for no more than two to four weeks), if actual sales fail to move the goods produced. This is the case particularly with large manufacturers who expanded their production and employment volume by reason of huge war contracts to a point which greatly exceeds any pre-war volume of the same companies. The capital structure and future credit position of such companies simply cannot uphold peacetime production at war levels where post-war sales fail for long to parallel such production volume.

Post-war employment and national, as well as individual company prosperity therefore depends in vital degree on the strategies, ability and energy developed and maintained by sales executives and the salesmen under their direction. Hence, too, sales executives occupy a vital spot in the planning which must precede.

THE FEDERATION SPEEDS UP. The number of sales problems which belong not to just one company or one industry, increases as the operations of our economy become more complex and as the intertwining of business and government becomes more involved. In consequence, the need for and the opportunities of a national body to represent the sales side of business continue to grow.

Under such circumstances, it is gratifying to find that the National Federation of Sales Executives is launching truly ambitious, yet thoroughly realistic programs, for 1944, in all of which the idea of service to selling, to the national welfare and to the American people dominates. More power to NFSE in which every worthwhile sales executive should be enrolled as an Executive Member! We are delighted to contribute our might not only through memberships, but also, without charge to NFSE, through including each month a news insert published and edited by the Federation covering its activities. The first appears in this issue.

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BNS ARRIVES. Recently a group of leading business papers and the publishing organizations producing them have been responsible for the creation of Business News Service, or, as it will become more widely known, BNS. This service functions in the business-paper field along lines long proved useful by such as AP, UP and INS in the newspaper field. SALES MANAGEMENT magazine proudly announces its newly acquired membership in BNS.

Among other activities, BNS makes available to the member publications feature articles by distinguished authors. These articles will deal with subjects of broad economic concern not only to business, but to the Nation as a whole. By this is meant, problems which cannot soundly be solved by single companies or industries, but only by a resolving of the diverse factors and elements which go to make up our national economy as a whole.

The aim will not be to supply single-shot solutions of these major problems, but rather to make an unbiased, highly authoritative contribution to intelligent thinking—and to do this over a much wider front than would be possible through any single business journal. The first such article, "From Uniforms to What?" appears in this issue of SALES MANAGEMENT. We urge you to read it.

EDUPLICATION BY BUSINESS MEN. Trade organizations, professional bodies, and national bodies representing industry and commerce have long practiced the release of news, reports and other data presenting their side of cases which become in part or full, public issues. By comparison, especially before legislative or other governmental bodies, they have done a poor job in comparison with similar education sponsored by labor, farmers, veterans, government workers and others.

The business or professional man's natural antipathy to so-called lobbying and restraints seemingly imposed by labor legislation of the past decade, have left him somewhat timid and overly concerned about the *way* material is presented and released, as well as overly "heavy" in the type of material which is disseminated. While not completely true, this appears to be the rule rather than the exception and indicates strongly the need for utilizing the services of more sales executives who are trained in "writing down" and "talking down" to the people as a whole.

Within recent months, however, business seems to be acquiring "know-how" for its educating purposes. With mounting courage and rising intelligence the case for business is being presented on an enlarged scale through an ever greater diversity of channels. Education by business men at last shows signs of registering with the lay mind, a development which augurs well for the future treatment which business can expect before the bar of public opinion as well as in the halls and offices of Government.

SALES MANAGEMENT